HERITAGE PARTNERSHIP '88

OCTOBER 13, 14, 15 & 16, 1988

Sponsored by:
NATIONAL AFFILIATION OF CO-OPERATING ASSOCIATIONS (N.A.C.A.)

ENVIRONMENT CANADA – CANADIAN PARKS SERVICE

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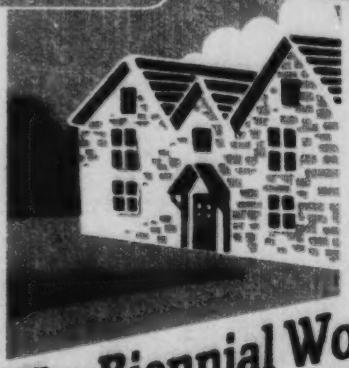

The Biennial Workshop of Co-operating Associations

GULL HARBOUR RESORT AND CONFERENCE CENTRE
HECLA PROVINCIAL PARK
MANITOBA, CANADA

PROCEEDINGS

89-03334/

PROCEEDINGS

HERITAGE PARTNERSHIP '88

THE BIENNIAL WORKSHOP OF CO-OPERATING ASSOCIATIONS

Gull Harbour Resort and Conference Centre
Hecla Provincial Park
Manitoba, Canada

October 13, 14, 15 and 16, 1988

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PROGRAM

THURSDAY - OCTOBER 13, 1988

10:00 a.m. Bus A
1:00 p.m. Bus B
2:00 p.m. Bus C
Buses leave from the International Inn, Winnipeg, by way of Lower Fort Garry National Historic Park. A 1½ hour tour will be provided by park personnel. Meet Lower Fort Garry Volunteer Association Members.

4:00 p.m. to 7:00 p.m. Registration – Resort Foyer

6:30 p.m. to 7:30 p.m. Icelandic Dinner

8:00 p.m. to 8:30 p.m. Representatives from the federal and provincial governments have been invited to speak. Banquet Rooms 1 & 2

8:30 p.m. Hospitality Evening – Fashion Show, Business Card Exchange and Door Prize Draw. Banquet Rooms 1 & 2

FRIDAY – OCTOBER 14, 1988

7:30 a.m. Breakfast

8:45 a.m. Opening Remarks/Announcements. Banquet Rooms 1 & 2

9:00 a.m. Keynote Address
"Trends in Heritage Co-operation"
Derek Doyle – Assistant Deputy Minister
Manitoba Natural Resources
Banquet Rooms 1 & 2

10:00 a.m. Break

10:30 a.m. "Strategies for the Future"
Representatives from N.A.C.A., the Canadian Parks Service and Manitoba Parks will present their agency's plans for co-operating associations in the future. A question period will follow.
Banquet Rooms 1 & 2

11:15 a.m. "Merchandising Technique Enhancement"
Charles Shefler – Visual Merchandising Techniques to improve sales.
Banquet Rooms 1 & 2

Noon to 1:00 p.m. Lunch

CONCURRENT SESSIONS

12:30 p.m. to 5:00 p.m. "Commercial Marketplace"
Sales respresentatives from heritage product distributors, publishers and business equipment outlets will have displays set up and will be available to discuss your needs.
Salons, Foyer and Games Room

1:30 p.m. to 2:45 p.m. 1A – "How to Prepare a Successful Job Creation Submission"
A representative of Canada Employment and Immigration Commission will address the submission process and provide some helpful hints. Banquet Room 3

1:30 p.m. to 4:30 p.m. 1B – "Improving Your Shop Design"
Charles Shefler in a hands on session will review your sales outlet operation and floor plan to make it more efficient.
Banquet Rooms 1 & 2

2:45 p.m. to 3:15 p.m. Break

3:15 p.m. to 4:30 p.m. 2A – "How to Prepare a Successful Job Creation Submission"
A representative of Canada Employment and Immigration Commission will address the submission process and provide some helpful hints.
Banquet Room 3

3:15 p.m. to 4:30 p.m. 2B – "Improving Your Shop Design" (continued)
Charles Shefler in a hands on session will review your sales outlet operation and floor plan to make it more efficient.
Banquet Rooms 1 & 2

3:15 p.m. to 4:30 p.m. 2C – "Elderhostel"
How this educational program for older adults can benefit your association.
Salon ABC

5:00 p.m. to 6:30 p.m. Western Barbeque
(Outdoors – Weather Permitting)

7:00 p.m. to 7:30 p.m. "Awards Presentation"
Recognition of Program/Product excellence by N.A.C.A.

7:30 p.m. Recreation Evening

SATURDAY – OCTOBER 15, 1988

7:30 a.m. Breakfast

8:30 a.m. Announcements

8:45 a.m. to 5:30 p.m. "Displays From Co-operating Associations Across the Country"
Representatives will be available to answer questions and sell products from noon - 1:30 p.m. and 4:30 - 5:30 p.m.
Salons, Foyer and Games Room

8:45 a.m. to 10:30 a.m. N.A.C.A. Biennial General Meeting and nominations for new board.
Banquet Rooms 1 & 2

8:45 a.m. to 10:30 a.m. Canadian Parks Service Liaison Officers Meeting. Banquet Room 3

10:30 a.m. Break

11:00 a.m. to Noon "Developing Excellence"
N.A.C.A. award winners will share the steps to their success. Judges will be present to answer questions.
Banquet Rooms 1 & 2

Noon to 1:50 p.m. Lunch
Ballots for N.A.C.A. board election will be accepted.

CONCURRENT SESSIONS

1:30 p.m. to 2:45 p.m. 3A – "Long and Short Term Planning"
Gabriel Dufault – Skills Program Facilitator
How to design an effective action plan for your organization. Salons ABC

1:30 p.m. to 2:45 p.m. 3B – "Building an Active Membership"
Carol Walaschuk – Skills Program Facilitator
A study of effective membership drives.
Salon D

1:30 p.m. to 2:45 p.m. 3C – "Publicity and Promotion"
Norma Oswald – Skills Program Facilitator
Practical techniques for heritage organizations. Banquet Room 3

1:30 p.m. to 4:30 p.m. 3D – "Purchasing Wisely for Your Shop"
Carol Smith – Manager, Glenbow Shop and Publication Marketing. Carol will discuss how to increase sales through smart buying. Banquet Rooms 1 & 2

2:45 p.m. Break

3:15 p.m. to 4:30 p.m. 4A – "Long and Short Term Planning"
(Presented in French)
Gabriel Dufault – Skills Program Facilitator.
How to design an effective action plan for your organization. Salons ABC

3:15 p.m. to 4:30 p.m. 4B – "Building an Active Membership"
Carol Walaschuk – Skills Program Facilitator
A study of effective membership drives.
Salon D

3:15 p.m. to 4:30 p.m. 4C – "Publicity and Promotion"
Norma Oswald – Skills Program Facilitator
Practical techniques for heritage organizations. Banquet Room 3

3:15 p.m. to 4:30 p.m. 4D – "Purchasing Wisely for Your Shops" (continued)
Carol Smith – Manager, Glenbow Shop and Publication Marketing. Carol will discuss how to increase sales through smart buying. Banquet Rooms 1 & 2

6:30 p.m. to 8:00 p.m. Farewell Dinner
Association Fellowship Exchange
Announcement of Election Results

8:00 p.m. N.A.C.A. Auction Banquet Rooms 1, 2 & 3

9:00 p.m. to 1:00 p.m. Dance - Live music by the Blarney Band
Banquet Room 1, 2 & 3

SUNDAY – OCTOBER 16, 1988

7:30 a.m. Breakfast

8:45 p.m. Announcements

9:00 a.m. to 10:00 a.m. "Successful Fund Raising Strategies"
Susan LaBossiere – Consultant and Training Co-ordinator, The Volunteer Centre of Winnipeg. Practical steps to raising money for your organization.
Banquet Rooms 1 & 2

10:00 a.m. Break

10:30 a.m. to 11:30 a.m. "A Success Story"
Carol Smith
Banquet Rooms 1 & 2

11:30 a.m. to Noon Closing Remarks

Noon to 1:00 p.m. Lunch

12:45 p.m. Bus D
3:00 p.m. Bus E
5:00 p.m. Bus F
Buses depart from Gull Harbour for the International Airport. Winnipeg (Travel time is approximately 2½ hours)

Heritage Partnership '88

The biennial national workshop of volunteer organizations working in cooperation with national and provincial parks in Canada

CHAIRPERSON'S OPENING REMARKS

GOOD EVENING -- AND WELCOME TO HERITAGE PARTNERSHIP '88! IT IS A TREAT TO SEE NEW FACES -- AND FAMILIAR FACES. I LOOK FORWARD TO MEETING EACH OF YOU, AND LEARNING ABOUT HOW YOUR INVOLVEMENT IN COOPERATING ASSOCIATIONS HAS BROUGHT YOU HERE.

HECLA PROVINCIAL HERITAGE PARK -- A BEAUTIFUL SETTING FOR OUR WORKSHOP! "MIKLEY", or the magnificent island, is how the original Icelandic settlers referred to Hecla Island. The volcanic eruption of Mount Hekla in 1876 had led to the immigration of thousands of Icelanders to Manitoba. In their quest for prime fishing areas, some came to Lake Winnipeg and discovered their own magnificent island. Part of the fishing village remains, restored for the enjoyment of visitors, and to present the Island's Icelandic Heritage.

The Resort and Conference Center was built to reflect the Icelandic Heritage of the area; thus the rough-sawn cedar exterior, large fireplace, stone chimney and Scandinavian furnishings .....and the traditional Icelandic dinner you are about to enjoy!

After dinner we will move to Banquet Rooms 1 and 2.

* *

Again, welcome to HERITAGE PARTNERSHIP '88! This is the third biennial workshop of cooperating associations working with the Canadian Parks Service in Canada. Over the last few years, we have been joined by associations working in cooperation with provincial parks to make this truly a national gathering of those involved in cooperation with Parks and Historic Sites throughout the country.

You are hosted at Hecla by Manitoba Natural Resources - Parks, Canadian Parks Service, and the National Affiliation of Cooperating Associations.

I hope that you have come to Hecla willing to share your experience and expertise with those from other associations... and that you are anxious too to take advantage of the opportunity to meet and learn from others around you.

Bonjour et bienvenue à la réunion de 1988 de l'ASSOCIATION POUR LE PATRIMOINE.

Nous sommes heureux d'accueillir les membres de nos associations soeurs du Québec.

Je me réjouis à la perspective de rencontrer plusieurs d'entre vous et de profiter de votre expérience dans votre association. J'espère que vous aurex des contacts enrichissants avec les membres des autre associations canadiennes.

Quand vous reprendrez la route du retour, vous aurez certainement créé de nombreux nouveaux liens d'amitié.

Je vous souhaite beaucoup de bon temps à la réunion de '88' de l'ASSOCIATION POUR LE PATRIMOINE.

I would like to take a moment to introduce you to the committee who have planned and put together this workshop.

Lilian Tankard, Executive Director,
Lower Fort Garry Volunteer Association.
Ken Porteous, Manitoba Natural Resources - Parks,
Winnipeg.
Carol Whitfield, Canadian Parks Service,
Ottawa.
Anne Landry, Canadian Parks Service,
Winnipeg.
Cynthia Birdwise, Manitoba Natural Resources - Parks,
Winnipeg.
Rose Kamchen-Oakes, Manitoba Natural Resources - Parks,
Winnipeg, is not here, but her hard work on our committee will be evident as our workshop progresses.

My name is Miriam Jackson; Treasurer,
Friends of Prince Albert National Park,
NACA - Director (Prairie & Northern Region Rep). I am pleased to have had such a great group to work with in planning for this weekend, and will be acting as Chairperson for this conference.

If you need assistance with anything -- these are the people who can help you.

May I ask a favour -- please wear your name tags at all times. I will admit that senility is creeping up quicker than I had anticipated -- I need to see those name tags! You may well too! -- but now you don't need to admit it in public!

I would like to ask JOY LIEFF, Chairperson, National Affiliation of Cooperating Associations, to introduce our special guests.

Mr. John Penner, Minister of Natural Resources, Winnipeg.
Dr. Ian Rutherford, Director General, National Parks Directorate, Canadian Parks Service, Ottawa.
Mr. Gordon Prouse, Director of Parks, Manitoba Natural Resources - Parks, Winnipeg.
Mr. Tom Heggie, Director of Operations, Canadian Parks Service, Prairie and Northern Region, Winnipeg.

Thankyou Joy.

* *

Gordon Prouse spoke of tours his staff will host during our time at Hecla. A sign up is available in the lobby adjacent to the registration desk. I hope you will take advantage of their kind offer throughout the weekend.

We have other guests here this evening that I would like you to meet. Could I ask these people to stand and be introduced:

Mr. Dale Stuart, Deputy Minister, Manitoba Natural Resources, Winnipeg.
Mr. Rich Golden, Assistant Deputy Minister, Manitoba Parks, Winnipeg.
Mr. Gary Sealey, Director, Visitor Activities Branch, Canadian Parks Service, Ottawa.
Ms. Carol Scott, Chief of Visitor Services, Manitoba Parks, Winnipeg.
Mr. Gary Lindfield, Head, Cooperative Activities, Canadian Parks Service, Ottawa.

* *

The remainder of our evening together is hosted by Prairie and Northern Region, Canadian Parks Service.

Judy Pilgrim Stewart is the Period Costume Curator at the Canadian Parks Service Regional office in Winnipeg. She is responsible for coordinating all activities associated with period costumes and site-specific textiles for the parks and historic sites in the region.

A year ago, Judy produced a period fashion show for a park workshop -- an opportunity to show off the impressive collection! We are pleased that Judy and Stephie Youzwa, from Lower Fort Garry National Historic Park, and a cast of volunteers have mounted the show for us this evening.

Following the fashion show, we invite you to stay and socialize during a reception sponsored by the Canadian Parks Service, Prairie and Northern Region. In advance, and on your behalf, I thank Tom Heggie and his staff for their hospitality.

Now -- please welcome Judy Pilgrim Stewart and her fine troupe of models!

* *

II. OPENING REMARKS - HERITAGE PARTNERSHIP '88 – FRIDAY, OCT. 14/88

by Joy Lieff, Chairman
NACA

It is my priviledge to be able to welcome you to Heritage Partnership '88. I'm sure that Miriam will agree with me that after thinking about this and planning for it for so long, it's hard to believe that here we are. Seeing many familiar faces and having the pleasure of meeting many new ones yesterday when the buses pulled in establishes reality. I am so impressed by the work of the steering committee in organizing the workshop and by the enthusiasm of the participants that I'm sure Heritage Partnership '88 will be a success. We were certainly off to an excellent start last night with the wonderful fashion show and Wine and Cheese reception. Thank you, Prairie and Northern Region!

On behalf of the Board of the National Affiliation, enjoy the workshop, the friends and the beautiful surroundings here. It is my hope that you will leave here with a renewed sense of belonging to a partnership that has a broad purpose - the cooperating associations movement is serving to foster an awareness of our heritage from one end of this country to the other and we are part of it. Enjoy!

Heritage Partnership '88

The biennial national workshop of volunteer organizations working in cooperation with national and provincial parks in Canada

FRIDAY, OCTOBER 14/88.

I am indeed delighted to introduce to you Mr. Derek Doyle.

We are fortunate to have as our keynote speaker, Mr. Doyle. He is currently the Assistant Deputy Minister, Manitoba Natural Resources.

So far (and I stress that) Mr. Doyle has enjoyed three varied careers; in the public sector, in business, and in industry.

Derek became Director of Manitoba Parks in 1980, and brought to the agency a view of value for money, visitor orientation and spearheaded long range planning for Manitoba Parks.

He has contributed to the Federal/Provincial Parks Conference, presenting papers on changing demand, management performance and revenue enhancement.

Derek was a member of the Honourable Tom McMillan's Task Force on 'National Park Establishment'. Many of you will be familiar with the results of that -- Parks 2000 - a vision of the 21st Century.

Derek Doyle is a member of the Canadian Heritage Rivers System Board and was actively involved in the work that lead up to the development of the Heritage Rivers concept. He has spearheaded many workshops which have been visionary in their outlook, such as a Cultural Heritage Resources workshop in Winnipeg, and long range planning for agencies which he manages.

Derek tells me that he was bred, born and reared in Ireland, and that his best education has come from the people he has enjoyed working with over the past twenty years.

Please join me in welcoming Mr. Derek Doyle.

* *

KEYNOTE ADDRESS TO

HERITAGE PARTNERSHIP '88 -

THE BIENNIAL WORKSHOP OF COOPERATING ASSOCIATIONS

at

Gull Harbour Resort and Conference Centre, Manitoba, Canada

October 14, 1988

by

Derek Doyle
Assistant Deputy Minister
Manitoba Natural Resources

Heritage - Avoiding Narrow Definitions

Some years ago I came across a little book of grooks by Peter Hein. I will share one with you

"Heritage is the relic of what's left behind,
After a culture's departed.
Yet there's a problem, that bothers my mind,
Back in the earliest dawn of mankind,
How did this ever get started."

Heritage was defined by the Prairie Caucus during the build-up to the 1985 Heritage For Tomorrow Conference. It was seen as the existing context of the past, including all natural, historic and cultural resources. It was envisioned as a common property whose benefits, costs and obligations are the inheritance of all persons, present and future.

From this point of view, heritage resources include artifacts, sites, and structures from earliest Native, European and immigrant settlements up to this very day. They include the landscapes, the natural world around us and the ways in which humans have interacted with and altered their environment. They include all aspects of our history - the people, events and outside forces that have shaped the past and continue to shape the future. They represent our culture as it evolves over generations.

In contrast, our view of heritage interpretation to date has emphasized military history and associated political figures and events. Relatively few federal or provincial parks focus on industrial history, the development of technology, or the character and effects of forestry, fishing or other resource-oriented activities. Native and other ethnic group perceptions of cultural and natural history are not well represented in heritage area programs. Yet the term heritage by broad and somewhat vague nature provides a context and rallying point for much that we do. It suggests sets of values and guidelines. It brings people together. It suggests an improved quality of life. Indeed the term is not dissimilar from environment, conservation, and quality of life, all of which invite equally broad, rich interpretations.

The rallying point of heritage will take on greater importance as issues multiply and bring about change in all our worlds. Here are some of those issues:

- Economic Development
- Fiscal Crisis
- Crisis of Welfare State
- Erosion of National Consensus
- The Role of Governments
- Balancing Public and Private Power
- Trade-Offs Between Equity and Efficiency
- Deregulation
- Privatization
- Public Sector Restraint
- Accountability

THREE FORCES OF CHANGE

These and other issues have given rise to three forces which are bringing change to our lives more rapidly than ever before:

- Reduction of government.
- The politicization and fragmentation of society.
- The internationalization of the economy.

Government is being pressed to act efficiently and effectively, with ever expanding responsibilities. The expectations of society, more learned than ever before, continue to increase. The demands for coordinated and managed approaches have never been greater. Accountability is being pursued with new vigor. Yet improved representation and enhanced responsiveness is also a growing expectation.

The improved education and understanding of political processes has lead to the proliferation of interest groups that are knowledgeable and adept at using the political system to achieve their ends. No longer is everything entrusted to elected representatives. This fragmentation of society and politicization of action is a growing force that will influence all of our lives. We have witnessed the thrust in women's rights, environment and multiculturalism. Interest groups are born in response to the rapidly changing world. They recognize that they cannot wait for the slow political process to respond to their needs. Rather, they must represent their own interests in a dynamic decision-making world.

A third force drawing us into an international community is familiar to many of you. I need only mention the OPEC oil impact, the European farm subsidies, and U.S. protectionism to create an awareness of this force. The World Conservation Strategy, Bruntland Commission, and recent efforts of the Environment and Economy Task Force have forced us to set directions in an international context.

It is no surprise when we recognize that we are at the dawn of a new era which in September 1985 at Banff was heralded as an era of shared heritage management. Such an era does not mean abandoning specialization, expertise, roles, mandates and other approaches from the past. It means that government's will support and assist rather than just listen and tell. It means that those with a direct interest will take direct action rather than work indirectly through government. The shared management approach is fittingly recognized in the title of this conference - namely "A Heritage Partnership".

2. Visions to Steer By

As a member of the Minister of the Environment's Task Force on Park Establishment, I can tell you that we had a great many ideas of where to go and what to do in the century ahead. Members of the Task Force were of differing minds as to which road to take. It was not until we constructed a vision - a vision that we shared - that the direction became clear. Let me share that vision with you.

Parks 2000 Vision for the 21st Century. By the turn of the century, Canada will assume first rank among nations in the quality and quantity of lands protected. A family of national parks and heritage areas will be in place, forged through federal, provincial and territorial cooperation. These lands will conserve outstanding and representative areas in each natural region of the country, both on land and on water.

Highly protective standards will guide the management of such lands by governments working independently or jointly and with public involvement. Production interests will have been set aside willingly after examination, boundary adjustment and fair settlement. Such lands will be dedicated to all Canadians, to the people of the world and to future generations. They will be supported in part by our tax base, in part by private and public philanthropy.

Some of these wildlands will enshrine not only natural resources but also the historic way-of-life. There will be places where aboriginal people continue their traditional relationship with the land.

This family of highly protected reserves will exist at one end of a spectrum of conservation lands which, at the other end, includes more intensive recreational use, and even resource extraction where appropriate. Pressure for incompatible tourism and other developments within parks and wildlands will thereby be limited. Parks and wildlands will be truly special places.

Vision Serving as a Point of Departure. This vision facilitated the development of specific recommendations and action plans. We recommended a new land designation to be known as Canadian Heritage Lands. We felt that federal, provincial, territorial and local governments must come together in sharing the heritage protection responsibility. We recognized the reluctance of one government to turn land over to another to manage. It was in this context that the heritage lands designation was borne. Thus, lands that were nationally significant could be managed to national standards regardless of ownership. It could provide a vehicle for protecting areas through cooperative intergovernmental and private action. We felt also that country landscapes could be protected through Canadian Heritage Lands designation.

Prince Edward Island, for example has landscapes that are in intrinsically of great national value, though privately owned. The heritage lands designation could embrace resource areas from the Yukon to the Maritimes. Such an approach will be necessary if the national parks system is to be representative of all natural and marine regions.

The task force recommended that the Minister of Environment be the founder of a family of intergovernmental Conservation Agreements. We felt that most existing agreements have a production focus and there is a need to give balancing emphasis to the conservation of our soils, water, wildlife, lands, rivers, coastlines parks and cultures. Such agreements would complement the heritage lands designation and provide a mechanism for cooperative and shared management. Such agreements could also support cooperating associations.

We recommended that the Minister of the Environment help assure the continuing development of non-government conservation organizations. We saw in their efforts a chance to broaden awareness and commitment to heritage values at the local and regional levels. We noted that voluntary citizen organizations have proven effective in sharing and extending the government's efforts. They understand the language and conditions of the community. They build local expertise at low cost and have greater flexibility in forging working alliances than large bureaucracies. We felt that the Minister should offer a range of financial assistance for local and regional public awareness and involvement projects. Responsibility for assisting these conservation organizations should be included in the job descriptions of most park officials.

We also recommended the formation of local advisory groups, involving diverse local interests, should be supported.

It was the vision which provided the clarity so that the task force could focus not on a 100 recommendations, but rather on 10 specific actions.

Canadian Heritage Rivers System. The Canadian Heritage River System provides for national recognition of rivers with outstanding natural, cultural or recreational value. Again, the framework is cooperative. It is a partnership between most of the provinces, territories and Canada. Rivers are nominated by the responsible jurisdiction. Following acceptance of

that nomination by the Canadian Heritage Rivers Board, a detailed management plan is prepared. The plan is filed with the board and the nominating jurisdiction continues as the management authority. Thus, there is no transfer of responsibility, but there is a keen recognition that such rivers will be managed for a national interest.

Heritage Canada. The Heritage Canada foundation, in April of this year, published a regional heritage tourism strategy. They too have a vision.

I quote: "We see people, entire populations, in various regions of Canada celebrating and enjoying their heritage and culture. They are sharing it among themselves and with tourists from all over the world, while their local economy is strengthened and diversified"... We see local people taking charge of the tourism process; we see them exploring their own region and taking pride in what they have - natural features, buildings from different eras, craftsmen with unique skills, people of varied traditions and cultures."

Heritage Parks Manitoba. At a March '88 workshop to define the future of heritage parks in Manitoba, we started with a vision. This would provide a context for the role of Parks. The workshop drew up a vision and noted that there would be many forms of heritage parks and varying degrees of public participation. Some parks would contain resources "off-limits" to the public. Others would function as "living museums". Some would be developed as "eco-museums".

And we recognized that a world existed beyond parks by highlighting opportunities for tieing provincial parks into the larger fabric of what may be called cultural landscapes of Manitoba. The mennonite reserves, metis homelands, icelandic settlements and traditional lands of the Ojibwa, Cree and Inuit peoples are but a few important examples. Firmly establishing the relationship between heritage resources located in parks and the culture and history of adjacent communities, regions and landscapes was seen as critically important. Overall, I suggest we can confidently look to a future characterized by the building of partnerships in heritage resources management and growing public support for parks.

THE VISION OF THE COOPERATIVE ASSOCIATION MOVEMENT. When I contemplate the major forces at work in our world, the shift towards shared management, and the economic realities of our age, I can't help but think that building a vision of the cooperative association movement is well worth your efforts.

I see a broadening and dramatic growth for the cooperative association movement. There will be diversification in the work of associations to provide for the very special and highly focussed interests of smaller groups. Small, mission-oriented groups will predominate. At the same time, a growing number of larger coalitions and associations will form, not only at the national level, but at a regional and local levels. It is these associations that will provide the strong local support for heritage conservation, the forum for sharing experiences and for speaking collectively in a political world.

I the see movement meeting the challenge of our growing ethnic diversity. We will embrace Caribbean, Asian, and African cultures as elements of that ethnic diversity. The historical military and exploration animation will be complemented by a range of cultures presenting their current and historical messages in a new homeland. The Japanese, Chinese and Irish will tell their unique stories both in Canada and in the lands of their forefathers. The multicultured fabric of Canada will be represented in our parks, as a result of Inuit, Indian, Metis, and other associations that foster and present their cultures for the enjoyment of all.

I see the movement will reaching beyond its foundation in our great parks to the broader landscape. There will be a commonality of cause with soil and water conservation groups. Associations focussed on landscapes, river basins and water aquifers will be born.

Linkages among associations will be nurtured through strong local and regional groupings. These coalitions will have built a family of support for heritage conservation of all our resources that will be unsurpassed in the free world. Associations will reach into professional bodies. They will challenge engineers, accountants, physicians and lawyers to participate on their own initiative as well as in groups such as we have here today.

Parks agencies will focus their efforts on asset protection and resources management. The cooperative association movement will be the major instrument of animation, interpretation, and hospitality.

Funding mechanisms will be complex. Joint ventures will be the rule rather than the exception. Business and industry will willingly participate where discreet objectives are apparent and a compendium of opportunities is available to choose from.

There will be regional gatherings and a national heritage forum. These will provide the means of anticipating future heritage needs and in setting national and regional agendas to guide the fragmentation of interests.

The movement will truly reflect our rich cultural tapestry. It will be notable for bringing many cultures not represented within our movement today into the fold. It is this heritage movement that will bring us into harmony with peoples of the world.

STRATEGIC PLANNING PROCESS

We will need to apply the formality of a strategic planning process if we are to achieve our vision.

Strategic planning is not complicated. One does not need professional help. Indeed we have the intuitive skills to undertake it with any group of about five people.

Let me spend a brief moment touching on the schools of management that have brought us to where we are. A brief review of the underlying concept can give us the courage to take on the strategic planning so necessary in all of our organizations.

The Classical Approach. The industrial revolution saw the development of the Classical Approach to management. Many of us will have heard of Frederick Taylor and his efforts to design more efficient coal handling routines for workers, and Charles Gantt who developed charts and incentive schemes.

These early managers focussed on the efficiency of a production process. It was recognized, however, that there was more to management than just efficiency. The Behavioural School was born and some may recall the Hawthorne experiments which showed that attention to workers yielded improved productivity. The focus of this school was worker satisfaction. The scaling up for the war effort and the development of computers led us into an era of management science where the focus was on quantitative analysis and mathematical modelling for management decision-making. This approach was seen to have many benefits and substantial shortcomings.

The Contingency Approach. Next came the "Contingency Approach to management. Here we found organizations determining that what they should do depended on their unique circumstances. More recently we have seen that the role and mission of organizations has provided a major focus for management. The recognition that people are so important has led management to an examination of the values to which an organization subscribes. This has occurred in industry from Japan to Europe, within government and out.

Today we are building on this thinking and reaching out in a futuristic way. We are sharing our vision of tomorrow. Management thinking has switched from a fear of change, to responding to change, and now to embracing change. It is in this setting that me must undertake our own strategic planning if we are to be the trendsetters in heritage resources management and build the partnership which this conference has focussed upon.

Steps in Strategic Planning. The strategic planning process has several necessary steps:

1. Guiding Star. Formulate a clear vision of where the organization is going. This statement should be simple, easily articulated, and agreed to by the organization. It should recognize the environment in which the organization works and the relationships that tie the organization to its community, park agency and broader constituency. With a clear vision, all can march towards it regardless of where they are coming from. It can be the "north star."

2. Goal and Objective Identification. The benefit of a few specific, time constrained objectives that recognize the limitations of resources with which we all work, cannot be overstated. Goals can be defined for both the short term and the long term. Long term for some organizations may be two years when one is getting off the ground or five years for those that have matured. Setting goals and objectives should recognize the resources that are available, the opportunities that exist to build that constituency, and the threats which will challenge all travellers.

3. Detailed Action Plans. Specifying who will do what, with what resources, and by what time, are key elements of a strategic plan. Again, action plans can be both short term and long term. Some of us, by our nature and disposition, can more easily focus on the immediate while others can make a major contribution to the more distant or long term. Both are essential to strategic planning.

4. Implementation, Control and Feedback. The future is uncertain. We need control and feedback mechanisms to respond to the whatever Murphy throws at us. Whether it's failure to obtain financial support or changes in park policy, we must stand ready to respond to these new data. Our stategic plans must be regularly updated to respond to our new environment and our changed anticipation of the future. It was General Robert E. Lee who said: "Frequently I am surprised by the fact that I am never surprised."

ACTION PLAN

This conference indicates that there are many partners in the Heritage '88 Partnership. The synergism that we each hope for, by coming together in

these biennial workshops, will be realized when we share a greater vision and develop our action plans in an open and sharing environment.

This heritage partnership can achieve a wonderful vision with the coordinated efforts of many. Let me sample some of the actions that may be contemplated by park agencies, park managers, cooperative associations, unions, NGO's and business.

Park Agencies

a) Create a managerial atmosphere where change is embraced through the development of strategic plans for broadening the parks' constituency.

b) Emphasize protection of assets and resources management as a top priority for public sector expenditures.

c) Develop local and regional forums where heritage groups can come together in building the rich and varied tapestry envisaged in the heritage partnership.

d) Document the benefits of cooperating associations, NGO's and other support groups, not only in economic terms but also in terms of social, community, quality of life and a broadening heritage constituency.

Park Managers

a) Insert in most job descriptions the requirement to build the parks' constituency at every opportunity and to nurture small groups and associations that are part of the growing family and circle of friends which the park will find necessary to voice support in the competition for resources. The success of this will depend on the ability of park managers to communicate to their organization that cooperating associations are not a substitute for the park agency responsibilities in resources management and asset protection.

b) Document in simple chart form all the essential steps necessary to achieve approval or effect change in operating procedures so that cooperating associations will understand ahead of time the need for advanced planning and the many hoops through which new initiatives must be navigated.

c) Build an ever broadening community of support through enhanced emphasis on the ethnic diversity of the "park user shed" and by providing opportunities for business, professional associations and NGO's to participate.

d) Compile a compendium of opportunities ranging from major capital investment to a simple annual event so that the broadening constituency can easily find opportunities which can become their vision for sharing in the partnership.

Cooperating Associations

a) Prepare a simple vision statement for the association, set out specific goals and objectives, and define an action plan for to achieve them within the resources available and existing environmental constraints.

b) Enhance the partnership vision by inviting local businesses, community organizations and professional societies to participate, build a broader vision, and be aware of the association's work.

c) Invite park union representatives to meet with the association so they can understand that no threat is posed and indeed there is an opportunity to work together in broadening the park constituency, improving visitation, and expanding the regional employment.

d) Share with local media your vision, accomplishments of the past, and specific opportunities that you are pursuing so that through their readership broader support can be mustered for the action plan.

e) Share with local political leaders your vision & accomplishments so that their support will be forthcoming should days of acute financial restraint arrive.

National and Our Regional Associations

a) Build a vision for the cooperating association movement, including the role of regional associations, and emphasize the importance of building and broadening the parks heritage constituency.

b) Encourage the birth of new associations, particularly when a new park or heritage land area is being considered. An association formed in advance of a park designation can have a powerful influence on the management regime which will subsequently prevail.

c) Document potential sources of financial support for local associations, including recognition of the long lead time needed to change a corporation's charitable donation policy and suggestions for ways and means of obtaining corporate support in the long term.

d) Build bridges between associations by jointly hosting regional and national workshops where experiences can be shared, common visions can be built, and the constituency can be broadened.

e) Urge national, provincial ,and territorial park agencies to produce research which documents the benefits accruing from the cooperating movement in their jurisdiction.

Unions

a) Undertake consultations with park managers and park agencies to enhance the understanding of the changing roles of park employees as the emphasis on resources management and asset protection develops.

b) Confer with cooperating associations so that there can be an understanding of the shared and common interests of both organizations striving for a broader constituency, heritage programming and improved visitation.

c) Identify specific initiatives of the cooperating association which the organization can support financially or otherwise.

Business, Industry and the Professions

a) Encourage park managers and cooperating associations to prepare a compendium of opportunities which business and industry can review against their corporate donations policy with a view to providing support at some point in future.

b) Professional associations might initiate heritage projects to mark their own major mileposts such as centennials, or to encourage members to recognize broader values than those strictly within the profession. Engineering associations could be encouraged to interpret and animate part part of our technological heritage. Lawyers, physicians and accountants have all played a major role in our development as a nation, and this smessage could be conveyed in part through local heritage initiatives.

c) Consider adopting a site or park. Major industries could consider providing their talent, ingenuity, and some corporate resources to enhancing regional heritage by sponsoring special events, projects or a program within the park. This could be done in conjunction with local cooperating associations.

Non-Government Organizations

a) Develop initiatives within parks that can access the broad visitation and convey the unique message of your association, whether it be agriculture, conservation, tourism, or water management

b) Promote the formation of a regional forum where associations can come together and formulate an agenda for action in the years ahead. One should approach such a forum with "zeal for a deal".

This sampling of actions will, I hope, stimulate the workshops in the days ahead and lead you to look back on the days here at Hecla as marking a new beginning for the movement, just as the island itself was a new beginning for Icelanders.

"There Is No Finishing Line".

I have noted that the forces of government restraint, fragmentation of interest groups, and internationalization of our economy will change not only how we do business but our very lives. The indications of a shared management regime and of building partnerships is evident in many quarters. The partnerships can only work if they are built on a shared vision which is translated into a detailed strategic plan.

But plans that take up book shelves and are filled with technical language are of little use in a rapidly changing world. Plans need to be brief, visual, and shared. I have suggested that action plans that focus on the short-term and the long-term should be forged, and have taken the liberty of conveying some personal thoughts on what these action plans might entail.

If this biennial can build on these thoughts, then you will truly enjoy the glow of a greatly broadened constituency for parks and other heritage lands in the future. We should never lose sight of the central role of all participants here - to broaden and build the constituency for parks and heritage resources management.

I wish you inspiration in your work in the days ahead. Let me close by recalling the slogan on the desk of a business friend desk who is a paraplegic: "There is no finishing line here."

DISCOURS

ASSOCIATION POUR LE PATRIMOINE 1988

L'ATELIER BIENNAL DES ASSOCIATIONS COOPÉRANTES

au

Centre de conférence de la station de Gull Harbour, Manitoba (Canada)

14 octobre 1988

par

Derek Doyle
Sous-ministre adjoint
Ministère des Ressources naturelles du Manitoba

PATRIMOINE - ÉVITONS LES DÉFINITIONS ÉTROITES

Il y a quelques années, je lisais dans un recueil de poésie de Peter Hein qui m'était tombé entre les mains par hasard une petite poésie dans lequel l'auteur, après avoir posé que le patrimoine était une relique qui subsistait une fois qu'une culture avait disparu, se demandait comment, à l'aube de l'Humanité, cela avait bien pu commencer.

Le patrimoine a été défini par le rassemblement de citoyens des Prairies au cours des travaux préparatoires à la Conférence "Patrimoine de demain" tenue en 1985. On le percevait comme étant le contexte existant du passé, une entité englobant toutes les ressources, naturelles, historiques et culturelles. Il était vu comme un bien commun dont les bienfaits qu'il procure, les coûts qu'il entraîne et les obligations qu'il confère sont l'héritage de toutes les personnes, présentes et futures.

De ce point de vue, les ressources patrimoniales comprennent les artefacts, les lieux et les structures des anciennes populations autochtones, les établissements des Européens et des immigrants, jusqu'à aujourd'hui. Elles comprennent les paysages, le monde naturel qui nous entoure et les façons dont les humains interagissent avec l'environnement et le transforment. Elles comprennent tous les aspects de notre histoire - les gens, les événements et les forces extérieures qui ont façonné le passé et qui continuent de façonner l'avenir. Elles représentent notre culture dans son évolution à travers les générations.

Par contraste, l'interprétation du patrimoine, telle que nous l'avons conçue jusqu'ici, a surtout porté sur l'histoire militaire et sur les personnalités et les événements politiques qui la composaient. Il existe relativement peu de parcs fédéraux ou provinciaux dont le centre d'intérêt soit l'histoire industrielle, le développement de la technologie, les caractéristiques et l'incidence de la foresterie, la pêche ou d'autres activités axées sur les ressources. La vision qu'ont les autochtones et les autres groupes ethniques de l'histoire culturelle et naturelle n'est pas représentée adéquetement dans les programmes touchand le domaine du patrimoine. Pourtant le mot patrimoine, par nature vaste et plutôt vague, offre un contexte et un point de ralliement pour une bonne partie de ce que nous faisons. Il suggère un ensemble de valeurs et d'orientations. Il rassemble les gens. Il donne à imaginer une qualité de vie meilleure. C'est que le mot même n'est pas très éloigné des notions d'environnement, de conservation et de qualité de vie, qui toutes invitent à une interprétation également vaste et riche.

Le point de ralliement du patrimoine gagnera en importance à mesure que se multiplieront les enjeux

générateurs de changement dans notre monde et parmi lesquels nous mentionnerons les suivants :

- le développement économique
- la crise financière
- la crise de l'état-pourvoyeur
- l'érosion du consensus national
- le rôle des gouvernements
- l'équilibre à trouver entre le pouvoir public et le pouvoir privé
- les compromis entre l'équité et l'efficacité
- la déréglementation
- la privatisation
- les compressions dans le secteur public
- l'imputabilité.

1. TROIS FORCES DE CHANGEMENT

Ces questions et d'autres ont engendré trois forces qui sont à la source de changements dont la rapidité est sans précédent :

- la réduction de la taille du gouvernement
- la politisation et la fragmentation de la société
- l'internationalisation de l'économie.

Le gouvernement est pressé d'agir avec efficacité et efficience tandis que ses responsabilités s'accroissent sans cesse. Les attentes de la société, plus instruite que jamais, sont toujours en augmentation. Jamais on n'a autant exigé que les enjeux soient abordés de façon coordonnée et bien gérée. L'imputabilité est recherchée avec une vigueur nouvelle. Et l'on continue de vouloir plus de représentativité et plus d'adaptabilité.L'augmentation de la scolarité et la compréhension des processus politiques ont débouché sur une prolifération de groupes d'intérêt qui savent comment utiliser le système politique pour parvenir à leurs fins et qui ne s'en privent pas. Plus rien n'est laissé au bon vouloir des seuls représentants élus. Cette fragmentation de la société et la politisation de l'action constituent une force croissante et qui est en voie d'influencer toutes nos vies. Nous avons assisté à des percées dans les domaines des droits des femmes, de l'environnement et du multiculturalisme. Les groupes d'intérêt naissent au rythme de l'évolution rapide du monde. Ils savent qu'ils ne peuvent attendre que le processus politique, avec toute sa lenteur, satisfasse à leurs besoins, et qu'ils doivent plutôt défendre leurs propres intérêts dans un monde de processus décisionnels dynamiques.

Une troisième force est à l'oeuvre pour nous entraîner vers la constitution d'une communauté globale. Beaucoup d'entre vous la connaissent bien. Il me suffira de mentionner les conséquences des actions de l'OPEP sur les prix du pétrole, les subventions agricoles en Europe et le protectionnisme américain pour avoir une idée de l'impact de

cette force. La Stratégie mondiale de la conservation, la Commission Bruntland et les récents travaux du Groupe de travail sur l'intégration des questions environnementales et économiques nous forcent à choisir nos orientations dans un contexte international.

Nul ne se surprendra que nous prétendions être à l'aube d'une ère nouvelle, une ère que, en septembre 1985, à Banff, nous avons proclamée être celle de la gestion partagée du patrimoine. Cette ère ne marque pas l'abandon de la spécialisation, de la compétence technique, des rôles, des mandats, ni d'aucune autre approche venue du passé. C'est une ère où le gouvernement apportera son soutien et son appui au lieu de se contenter d'écouter et de dire; où ceux qui ont un intérêt direct dans un secteur agiront directement au lieu de passer par le canal indirect du gouvernement. Le titre de la conférence, "Association pour le patrimoine", traduit bien le souci de partager la gestion du patrimoine.

2. VISIONS-PHARES

En ma qualité de membre du Groupe de travail du ministre de l'Environnement sur la création de parcs, je puis vous dire que nous avons eu maintes et maintes idées sur la direction à prendre et sur les choses à réaliser au cours du prochain siècle. Parmi les membres du groupe de travail, les avis étaient partagés quant à la voie à emprunter. Ce n'est qu'après que nous eûmes échafaudé une vision - une vision que nous partagions - que l'orientation apparut clairement. Permettez-moi de partager cette vision avec vous.

Parcs 2000 : perspectives pour le XXIe siècle. À la fin du siècle, le Canada sera le premier parmi les pays pour la qualité et la quantité des terres protégées. Toute une famille de parcs nationaux et d'aires du patrimoine, conçue grâce à la coopération entre les administrations fédérales, provinciales et territoriales, sera en place. Ces terres assureront la préservation des aires particulières et représentatives des grandes régions naturelles du pays, tant terrestres que marines.

Des normes de protection très sévères orienteront la gestion de ces terres par les gouvernements travaillant de façon indépendante ou en association avec d'autres et avec la participation du public. Les secteurs de production auront volontairement été mis de côté après examen, rajustement des limites et règlement équitable. Les terres seront dédiées à tous les Canadiens, aux peuples du monde et aux générations futures. Leur financement sera assuré en partie par notre régime fiscal, en partie par l'effet de la philanthropie privée et publique.

Certaines des terres sauvages mettront en valeur non seulement les ressources naturelles, mais aussi les modes de

vie du passé. Il y aura des endroits où les peuples autochtones perpétueront leurs rapports traditionnels avec la terre.

Cette famille de réserves sévèrement protégées se situera à une extrémité d'un spectre de zones de protection à l'autre extrémité duquel on trouvera des secteurs affectés à une utilisation récréative plus intense et même au prélèvement des ressources, le cas échéant. Les pressions en faveur de modes de développement incompatibles, touristiques ou autres, seront ainsi limitées. Les parcs et les terres sauvages seront vraiment des endroits particuliers.

Vision servant de point de départ. Cette vision a facilité l'élaboration de recommandations et de plans d'action particuliers. Nous avons préconisé la création d'un nouveau mode de désignation des terres, qui seraient connues sous le nom de Sites du patrimoine canadien. Nous étions d'avis que les gouvernements fédéral et provinciaux et les administrations territoriales et locales devaient se réunir pour partager la responsabilité de la protection du patrimoine. Nous sentions la réticence des gouvernements à confier des terres à la gestion d'un autre gouvernement. C'est dans ce contexte qu'est née la désignation des terres du patrimoine. Ainsi, les terres d'importance nationale seraient gérées en fonction de normes nationales, quel qu'en soit le propriétaire. La désignation pourrait servir de véhicule pour réaliser la protection des aires grâce à l'action coopérative intergouvernementale et privée. Nous croyions aussi qu'il serait possible de préserver les paysages campagnards par la désignation au titre de Sites du patrimoine canadien.

Dans l'Île-du-Prince-Édouard, par exemple, se trouvent des terres qui ont, intrinsèquement, une grande importance nationale, bien qu'elles soient propriété privée. La désignation au titre de site du patrimoine pourrait toucher des secteurs de ressources du Yukon aux Maritimes. Cette approche serait nécessaire si l'on veut que le réseau des parcs nationaux soit représentatif de toutes les régions naturelles terrestres et marines.

Le groupe de travail a recommandé que le ministre de l'Environnement soit le fondateur d'une famille d'accords de conservation intergouvernementaux. Nous estimions que la plupart des accords actuels avaient une dominante de production et qu'il fallait compenser en mettant l'accent sur la préservation de nos sols, de notre eau, de notre faune, de nos terres, de nos cours d'eau, de nos parcs cotiers et de nos cultures. Les accords en question compléteraient la désignation au titre de site du patrimoine et offriraient un mécanisme de gestion coopérative et partagée. Ils permettraient en outre le soutien des associations coopérantes.

Nous avons recommandé que le ministre de l'Environnement contribue à assurer le développement continu des organisations non gouvernementales de conservation. Nous voyions dans leurs efforts l'occasion d'élargir la conscience des valeurs patrimoniales et l'engagement envers elles aux niveaux local et régional. Nous avons constaté que les organisations bénévoles de citoyens se sont révélées aptes à partager et à prolonger les efforts du gouvernement. Elles comprennent le langage et les conditions de la collectivité. Elles se bâtissent une compétence à faible coût et présentent plus de souplesse que les grandes administrations pour nouer des alliances de travail. Nous croyions que le Ministre devrait offrir diverses formes d'aide financière pour les projets de conscientisation et de participation du public aux niveaux local et régional. Ils conviendrait de faire figurer dans la description des tâches de la plupart des fonctionnaires des parcs la responsabilité de prêter assistance aux organisations de conservation.

Nous avons également recommandé d'appuyer la mise sur pied de groupes locaux de consultation dont feraient parties des intervenants locaux aux intérêts divers.

Telle était la vision qui a procuré l'éclairage grâce auquel le groupe de travail a pu concentrer son attention non pas sur une centaine de recommandations, mais bien sur dix mesures particulières.

Réseau des rivières du patrimoine canadien. Le Réseau des rivières du patrimoine canadien permet de reconnaître au niveau national des rivières dotées d'une valeur exceptionnelle sur le plan naturel, culturel ou récréatif. Là encore, le cadre en est de nature coopérative. Il s'agit d'un partenariat entre la plupart des provinces et des territoires, d'une part, et le Canada, d'autre part. Les rivières sont mises en candidature par l'autorité responsable. Une fois que la candidature de la rivière est acceptée par la Commission des rivières du patrimoine canadien, on prépare un plan de gestion détaillé. Le plan est déposé auprès de la Commission et l'autorité ayant fait la mise en candidature reste gestionnaire. Il n'y a donc aucun transfert de responsabilité mais le fait que les rivières seront gérées dans l'intérêt national est dûment reconnu.

Fondation canadienne pour la protection du patrimoine. En avril de cette année, la Fondation canadienne pour la protection du patrimoine a fait paraître une stratégie régionale pour le tourisme patrimonial. La Fondation a une vision elle aussi.

Je cite: (traduction) Nous voyons des gens, des populations entières, dans toutes les régions du Canada,

célébrant leur patrimoine et leur culture et y prenant plaisir. Ils les partagent entre eux et avec les touristes venus du monde entier, tandis que l'économie de leur région prend de la force et se diversifie. Nous voyons des gens qui, au niveau local, assument le processus touristique; nous les voyons explorer leur région et éprouver de la fierté à voir ce qu'ils possèdent : la nature avec ses traits diversifiés, des bâtiments de différentes époques, des artisans au talent unique, des êtres aux traditions et aux cultures diverses.

Parcs du patrimoine. Manitoba. Un atelier tenu en mars 1988 qui avait pour but de définir l'avenir des parcs du patrimoine au Manitoba a commencé sur une vision qui devait fournir un contexte pour le rôle du Service canadien des parcs. L'atelier a fait surgir une vision et a été l'occasion de souligner qu'il y aurait de nombreux types de parcs du patrimoine et divers degrés de participation du public. Certains parcs renfermeraient des ressources auxquelles le public n'aurait pas accès. D'autres constitueraient des "musées vivants". D'autres encore seraient aménagés en "éco-musées".

Et nous avons pris acte qu'il existait un monde au-delà des parcs en mettant en évidence les occasions d'inscrire les parcs provinciaux dans la trame plus vaste de ce qu'on pourrait appeler les paysages culturels du Manitoba. Les réserves des Mennonites, les terres des Métis, les établissements islandais et les territoires traditionnels des Sauteux, des Cris et des Inuits en sont quelques exemples importants. Il nous semblait de la plus haute importance d'établir fermement les rapports entre les ressources patrimoniales situées dans les parcs et la culture et l'histoire des collectivités, des régions et des paysages voisins. Par-dessus tout, je crois que nous pouvons tourner avec confiance nos regards vers un avenir qui sera marqué par l'établissment de partenariats en gestion des ressources patrimoniales et par l'accroissement du soutien public aux parcs.

LA VISION DU MOUVEMENT DES ASSOCIATIONS COOPÉRANTES. Lorsque j'observe les grandes forces à l'oeuvre dans notre monde, la tendance vers le partage de la gestion et les réalités économiques de notre époque, je ne peux m'empêcher de penser que la constitution d'une vision du mouvement des associations coopérantes vaut bien les efforts que vous y consentez.

J'entrevois une croissance spectaculaire pour le mouvement des associations coopérantes. Le travail de ces dernières se diversifiera pour faire une place aux intérêts très particuliers et hautement spécialisés des groupes plus petits. Les groupes petits et ayant une mission particulière à accomplir domineront la scène. Parallèlement, un nombre

croissant de coalitions et d'associations plus grandes se formeront, non seulement au niveau national, mais aussi aux niveaux régional et local. Ce sont elles qui procureront un puissant soutien local à la conservation du patrimoine, une tribune où s'échangeront les expériences et où l'on pourra parler collectivement dans un monde politique.

J'entrevois que le mouvement relèvera le défi de la croissance de notre diversité ethnique. Nous embrasserons les cultures antillaises, asiatiques et africaines, qui sont autant d'éléments de cette diversité ethnique. L'animation portant sur l'histoire militaire et sur celle de l'exploration sera complétée par toute une gamme de cultures qui présenteront leur message actuel et historique dans une nouvelle patrie. Les Japonais, les Chinois et les Irlandais nous raconteront leur histoire telle qu'ils la vivent au Canada et l'ont vécue au pays de leurs ancêtres. La trame multiculturelle du Canada sera représentée dans nos parcs comme suite aux efforts des associations inuits, indiennes, métisses et autres qui offrent leur culture au regard de tous pour leur plus grand plaisir.

J'entrevois que le mouvement débordera ses fondations dans nos grands parcs pour embrasser la réalité plus vaste du paysage. Il y aura communauté de cause entre les groupes de défense du sol et des eaux. Des associations qui s'intéresseront particulièrement aux paysages, aux bassins fluviaux et aux nappes aquifères naîtront.

Les liens entre les associations se resserreront sous l'effet des puissants regroupements locaux et régionaux. Ces coalitions auront construit, pour la conservation de toutes nos ressources patrimoniales, un réseau de soutien qui n'aura son pareil nulle part ailleurs dans le monde libre. Les associations tendront la main aux organismes professionnels. Elles mettront les ingénieurs, les comptables, les médecins et les avocats au défi de participer, de leur propre initiative et aussi en groupes tels que celui que nous avons ici aujourd'hui.

Les organismes de gestion des parcs concentreront leurs efforts sur la protection des biens et la gestion des ressources. Le mouvement des associations coopérantes sera l'instrument principal de l'animation, de l'interprétation et de l'accueil.

Les mécanismes de financement seront complexes. Les entreprises mixtes seront la règle plutôt que l'exception. Le monde des affaires et de l'industrie participera volontairement là où des objectifs sages paraîtront et où un éventail de possibilités parmi lesquelles choisir existera.

Il y aura des rassemblements régionaux et un forum national sur le patrimoine. Les deux types de tribune

procureront les moyens d'anticiper les besoins futurs en matière de patrimoine et d'établir les ordres du jour nationaux et régionaux pour guider la fragmentation des intérêts.

Le mouvement reflétera véritablement notre riche mosaïque culturelle. Il sera remarquable pour avoir favorisé l'apparition de nombreuses cultures qui ne sont pas actuellement représentées dans le mouvement. C'est ce mouvement patrimonial qui nous mettra en harmonie avec les peuples du monde.

PROCESSUS DE PLANIFICATION STRATÉGIQUE

Pour que notre vision devienne réalité, il nous faudra nous plier à la formalité d'un processus de planification stratégique.

La planification stratégique n'est pas compliquée. Point n'est besoin de faire appel à des professionnels. En fait, nous possédons les aptitudes intuitives qu'il faut pour l'entreprendre avec tout groupe d'environ cinq personnes.

Permettez-moi de m'attarder quelque peu à la question des écoles de gestion qui nous ont menés où nous sommes. Un bref retour sur le principe de base peut nous donner le courage de nous livrer à la planification stratégique si nécessaire dans toutes nos organisations.

L'approche classique. La révolution industrielle a vu l'élaboration de l'approche classique de la gestion. Beaucoup d'entre nous ont entendu parler de Frederick Taylor et de ses efforts pour mettre au point des séries de mouvements plus efficaces pour la manipulation du charbon, ainsi que de Charles Gantt, qui a conçu des graphiques et des systèmes d'encouragement.

Ces pionniers de la gestion se sont penchés sur l'efficacité d'un procédé de production. Il était toutefois bien connu que la gestion était plus qu'une question d'efficacité. L'école behaviorale était née et certains se rappelleront peut-être des expériences de Hawthorne, qui ont montré que le fait de prêter attention au travailleur se soldait par un accroissement de la productivité. Pour cette école, tout tient dans la satisfaction du travailleur. L'expansion suscitée par l'effort de guerre et l'apparition de l'ordinateur nous firent passer à une ère, dans l'histoire des sciences de la gestion, où l'accent était mis sur l'analyse quantitative et l'établissement de modèles mathématiques pour le processus de décision en matière de gestion. Cette approche était considérée comme présentant de nombreux avantages et d'importantes carences.

La théorie contingente. Puis vint la théorie contingente

de la gestion. Nous voyons donc des organisations qui déterminent que ce qu'elles doivent faire dépend des circonstances qui leur sont particulières. Plus récemment, nous avons constaté que le rôle et la mission des organisations constituaient un élément majeur d'intérêt pour la gestion. La constatation de l'importance des gens a conduit la gestion à examiner les valeurs auxquelles l'organisation souscrit. Cela s'est produit dans le monde de l'industrie du Japon à l'Europe, au gouvernement et à l'extérieur.

Aujourd'hui, nous faisons fond sur cette réflexion et nous tendons nos efforts vers une voie porteuse d'avenir. Nous partageons notre vision de ce que sera demain. La réflexion de gestion est passée de la peur du changement à une adaptation au changement; nous en sommes aujourd'hui à l'accueil du changement. C'est dans ce cadre qu'il nous faut procéder à notre planification stratégique si nous voulons être ceux qui montreront la voie en gestion des ressources patrimoniales et si nous voulons bâtir le partenariat qui est au coeur de la présente conférence.

Étapes de la planification stratégique. Le processus de planification stratégique comporte plusieurs étapes nécessaires :

1. Idée-phare. Concevoir une vision claire de la direction que prend l'organisation. L'énoncé doit en être simple, s'articuler facilement et il doit avoir l'accord de l'organisation. L'idée-phare doit tenir compte de l'environnement dans lequel l'organisation travaille et des rapports qui unissent l'organisation à la collectivité, à l'organisme de gestion du parc et au milieu au sens large. Avec une vision claire, tous peuvent marcher vers un même but quel que soit leur point de départ. La vision claire, c'est un peu l'étoile polaire.

2. Identification des buts et des objectifs. On ne saurait trop affirmer l'avantage que procure un nombre restreint d'objectifs précis et limités dans le temps qui tiennent compte des limites des ressources avec lesquelles nous travaillons tous. Les buts peuvent se définir pour le court terme et pour le long terme. Selon l'organisation, le long terme peut se situer à deux ans, lorsque celle-ci en est à ses débuts, ou à cinq ans chez celles qui ont pris de la maturité. La détermination des buts et des objectifs doit tenir compte des ressources disponibles, des possibilités qui existent de bâtir cette assise et des menaces auxquelles les voyageurs devront faire face.

3. Plans d'action détaillés. Préciser ce que chacun fera, les ressources qui seront à sa disposition et les délais qui devront être respectés, voilà autant d'éléments clés de tout plan stratégique. Là encore, les plans d'action peuvent

s'inscrire dans le court terme ou dans le long terme. Certains d'entre nous, par nature ou par prédisposition, ont plus de facilité à s'intéresser à l'immédiat, tandis que d'autres sont plus efficaces dans le long terme ou l'avenir plus lointain. Les deux facultés sont indispensables à la planification stratégique.

4. Mise en oeuvre, contrôle et rétroaction. L'avenir est incertain. Il nous faut disposer de mécanismes de contrôle et de rétroaction pour pouvoir réagir aux coups du sort. Que ce soit l'impossibilité d'obtenir un appui financier ou des modifications apportées à la politique des parcs, nous devons être en mesure de faire face à la nouvelle situation ainsi créée. Nos plans stratégiques doivent être régulièrement mis à jour pour être adaptés au nouvel environnement et au changement de nos attentes envers l'avenir. Le général Robert E. Lee a déclaré : "Je suis souvent surpris par le fait que je ne suis jamais surpris".

PLAN D'ACTION

La conférence montre que l'Association pour le patrimoine 1988 compte de nombreux partenaires. Le synergie que nous espérons tous voir se créer lorsque nous nous réunissons pour ces ateliers biennaux se concrétisera lorsque nous partagerons une vision plus vaste et lorsque nous concevrons nos plans d'action dans un environnement marqué par l'ouverture et le partage.

L'association pour le patrimoine pourra accomplir des merveilles avec les efforts coordonnés du grand nombre. Permettez-moi de vous présenter un échantillonnage des projets que peuvent envisager les organismes de gestion des parcs, les gestionnaires des parcs, les associations coopérantes, les syndicats, les ONG et les entreprises.

Organismes de gestion des parcs

a) Créer une atmosphère de gestion où le changement soit englobé dans l'élaboration de plans stragégiques pour l'élargissement de l'assise des parcs.

b) Mettre l'accent sur la protection des biens et la gestion des ressources comme domaines hautement prioritaires pour les dépenses du secteur public.

c) Mettre sur pied des tribunes locales et régionales où les groupes de protection du patrimoine pourront se rassembler pour fabriquer la mosaïque riche et variée vers laquelle peut tendre l'association pour le patrimoine.

d) Documenter les avantages qu'apportent les

associations coopérantes, les ONG et autres groupes de soutien, non seulement sur le plan économique, mais également pour ce qui est des avantages sociaux, de la collectivité, de la qualité de vie et de l'élargissement de l'assise patrimoniale.

Gestionnaires des parcs

a) Inscrire dans la plupart des descriptions de poste l'exigence de contribuer à élargir l'assise des parcs chaque fois que l'occasion se présente, et de favoriser la croissance des petits groupes et des petites associations qui font partie de la famille et du cercle d'amis, de plus en plus vastes, dont le parc jugera nécessaire de réclamer l'appui dans la concurrence pour les ressources. Le succès dépendra de l'aptitude des gestionnaires de parc à communiquer à leur organisation le fait que les associations coopérantes ne soient pas un substitut aux responsabilités de l'organisme responsable des parcs en gestion des ressources et en protection des biens.

b) Présenter, à l'aide d'un organigramme simple, les étapes à franchir pour obtenir l'approbation d'apporter des changements aux modalités de fonctionnement afin que les associations coopérantes comprennent d'avance la nécessité de la planification préalable et les nombreux méandres par lesquels il faut faire passer les nouvelles initiatives.

c) Échafauder une communauté d'appui toujours plus vaste en mettant davantage l'accent sur la diversité ethnique du "bassin d'utilisateurs du parc" et en offrant des occasions de participation aux entreprises, aux associations professionnelles et aux ONG.

d) Compiler une liste de possibilités, allant d'investissements majeurs à la tenue d'un simple événement annuel, afin que l'assise de plus en plus vaste puisse trouver facilement des occasions qui pourront devenir leur vision à partager au sein du partenariat.

Associations coopérantes

a) Préparer un simple énoncé de vision pour l'association, définir des buts et des objectifs précis, définir un plan d'action pour y parvenir dans les limites des ressources disponibles et compte tenu des contraintes environnementales existantes.

b) Accentuer la vision de partenariat en invitant les entreprises locales, les organisations communautaires et les sociétés professionnelles à participer, à bâtir une vision plus vaste et à être conscientes du travail de

l'association.

c) Inviter les représentants syndicaux des parcs à rencontrer l'association afin qu'ils comprennent qu'elle ne les menace en rien et qu'au contraire il y a possibilité de travailler ensemble à élargir l'assise des parcs, à intensifier la fréquentation et à augmenter l'emploi au niveau régional.

d) Partager avec les médias locaux votre vision, vos réalisations passées et les occasions particulières que vous cherchez à concrétiser, afin de pouvoir aller chercher chez leurs lecteurs un appui élargi pour le plan d'action.

e) Faire partager aux personnalités politiques locales votre vision et vos réalisations afin qu'elles apportent leur appui si des jours de sévères restrictions financières arrivaient.

Associations nationales et régionales

a) Bâtir une vision pour le mouvement des associations coopérantes, y compris le rôle des associations régionales et mettre l'accent sur l'importance de bâtir et d'élargir l'assise patrimoniale des parcs.

b) Encourager la naissance de nouvelles associations, surtout lorsqu'on envisage d'aménager un nouveau parc ou une terre à valeur patrimoniale. Une association mise sur pied avant la désignation du parc pourra exercer une grande influence sur le régime de gestion qui sera ultérieurement à l'oeuvre dans le parc.

c) Faire un relevé des sources potentielles de soutien financier pour les associations coopérantes, en tenant compte du fait qu'il faut beaucoup de temps pour changer la politique d'une société en matière de dons de charité, et y compris des suggestions de moyens d'obtenir le soutien des sociétés à long terme.

d) Jeter des ponts entre les associations en accueillant conjointement des ateliers régionaux et nationaux dans le cadre desquels des expériences seront partagées, des visions communes seront échafaudées et l'assise sera élargie.

e) Presser les organismes nationaux, provinciaux et territoriaux de gestion des parcs de faire paraître les résultats de travaux de recherche montrant les avantages qu'apporte le mouvement coopérant au niveau où ils exercent leur compétence.

Syndicats

a) Entamer des consultations avec les gestionnaires et les organismes des parcs afin de favoriser une meilleure compréhension des rôles en changement des employés des parcs à mesure que prennent de l'ampleur les notions de gestion des ressources et de protection des biens.

b) Dialoguer avec les associations coopérantes afin que s'installe une compréhension de l'intérêt qu'ont les deux organisations à l'élargissement de l'assise, aux programmes du patrimoine et à l'augmentation de la fréquentation.

c) Déterminer les initiatives particulières de l'association coopérante que l'organisation peut soutenir financièrement ou autrement.

L'entreprise, l'industrie et les professions

a) Encourager les gestionnaires de parc et les associations coopérantes à préparer une liste des occasions que l'entreprise et l'industrie devraient consulter au regard de leur politique relative aux dons de société, dans la perspective d'accorder ultérieurement une aide.

b) Les associations professionnelles pourraient mettre sur pied des projets à caractère patrimonial pour souligner les grands moments de leur histoire (centenaires) ou pour encourager leurs membres à prendre conscience de valeurs qui débordent les strictes limites de la profession. Les associations d'ingénieurs pourraient être encouragées à interpréter et à animer des éléments de notre patrimoine technologique. Les avocats, les médecins et les comptables ont joué un rôle majeur dans notre développement en tant que pays et ce message pourrait être véhiculé en partie au moyen d'initiatives patrimoniales locales.

c) Envisager l'adoption d'un lieu ou d'un parc. Certaines grandes entreprises pourraient consacrer leur talent, leur génie et certaines ressources à la mise en valeur du patrimoine régional en commanditant des événements, des projets ou un programme spéciaux dans le parc. Les initiatives de cet ordre pourraient être poursuivies en collaboration avec les associations coopérantes locales.

Organisations non gouvernementales

a) Mettre au point des initiatives qui prendront place dans les parcs et qui seront susceptibles de toucher le public visiteur et de véhiculer le message particulier de votre association, qu'il soit de l'ordre de l'agriculture, de

la conservation, du tourisme ou de la gestion des eaux.

b) Promouvoir la création d'une tribune régionale où les associations pourront se rassembler et formuler un programme d'action pour les prochaines années. Il faudrait aborder la tribune avec la volonté d'en arriver à des recommandations valables.

Cet échantillonnage de mesures possibles stimulera, je l'espère, les ateliers dans les prochains jours et vous amènera à vous rappeler des jours passés ici à Hecla comme marquant un nouveau début pour le mouvement, comme l'île elle-même a représenté un nouveau début pour les Islandais.

"Il n'y a pas de ligne d'arrivée"

J'ai mentionné déjà que les forces des compressions au gouvernement, de la fragmentation des groupes d'intérêt et de l'internationalisation de notre économie transformeront non seulement notre façon de faire des affaires, mais aussi nos vies mêmes. Les signes de l'émergence d'un régime de gestion partagée et de la constitution de partenariats sont visibles en maints endroits. Les partenariats ne pourront fonctionner que s'ils sont échafaudés sur une vision commune traduite en un plan stratégique détaillé.

Mais les plans qui tiennent sur des rayons entiers et qui sont bourrés d'un jargon technique sont de peu d'utilité dans un monde en transformation rapide. Les plans doivent être brefs, visuels et partagés. J'ai suggéré que soient conçus des plans d'action axés sur le court terme et sur le long terme et j'ai pris la liberté d'indiquer ce que personnellement j'estime que les plans d'action devraient comporter.

Si la biennale peut faire fond sur ces réflexions, alors vous connaîtrez la vraie joie de voir l'assise des parcs et autres terres patrimoniales s'élargir considérablement dans l'avenir. Nous ne devons jamais perdre de vue le rôle central de tous les participants réunis ici : élargir et échafauder l'assise de la gestion des parcs et des ressources patrimoniales.

Je vous souhaite d'être animés par le souffle de l'inspiration dans vos travaux des prochains jours. Permettez-moi de terminer sur une devise qui figure sur le bureau d'une relation d'affaires qui est paraplégique : "Ici, il n'y a pas de ligne d'arrivée".

THANKYOU DEREK DOYLE!

I am amazed -- and delighted. I mentioned earlier that all associations were asked over a year ago, to let us know their needs -- what they wanted to learn and talk about at HERITAGE PARTNERSHIP '88.

Without seeing their responses, you have indeed touched on the majority of their requests!

You spoke of the need to look back -- to see where we have come from. We are fortunate for the groundwork done by the oldest of our cooperating associations -- for the hardwork and visionary planning done by groups such as you have worked with -- and the guidelines you have shown us. We are lucky that such groups did not blindly follow the beaten path -- they stretched out in new directions, and have left behind a new path for the rest of us to follow.

It is interesting also, to see how your vision of volunteers working with your provincial agency differs from how we work with the Canadian Parks Service -- but on the other hand, how many similarities there are.

You also spoke of the need for a shared vision -- a need we will endeavour to address this morning.

I believe that you have effectively challenged many of us -- and put in front of us the logical steps to accomplish our goals.

I hope you will have the opportunity to meet many people from the associations represented here -- I sense that many are anxious to visit with you!

Again -- Thankyou Derek.

Heritage Partnership '88

The biennial national workshop of volunteer organizations working in cooperation with national and provincial parks in Canada

FRIDAY, OCTOBER 14/88 - 10.30 a.m.

STRATEGIES FOR THE FUTURE

HERITAGE PARTNERSHIP -- the key word is PARTNERSHIP!

For all of us to work together efficiently we must know and share each others' vision of the future -- and the plan we have to achieve these future goals. For each of our local associations to make plans for our future, we need to have an idea of the bigger picture. In reviewing the information returned from each of you last fall, it was evident that this 'bigger picture' was something many of us wanted help to understand. For this reason, we have together a panel representing the three host bodies of this conference; Canadian Parks Service, Manitoba Parks, and National Affiliation of Cooperating Associations -- to discuss these future directions as seen from each of their perspectives.

When the Canadian Parks Service Program Strategy was first released at our conference in Halifax two years ago, it created great consternation among those present -- both association staff and members, and CPS staff. After Halifax, CPS asked for and received help from the directors of NACA to redesign and rewrite that strategy. For that reason, we are starting again at that point.

Now -- to introduce you to the three panel members --

Mr. Gary Sealey, Canadian Parks Service,
Mr. Ken Porteous, Manitoba Natural Resorces - Parks,
Mrs. Joy Lieff, Chairperson, National Affiliation of Cooperating Associations.

* *

When each of our groups first started, our initial focus necessarily, was short term. It takes some time to get established -- but now, learning from the example of our own experience, and that of others you will get to know here, we should be in a better position to look at long term planning.

I hope that what you have heard this morning will help you to develop a focus from which to reach into the future successfully.

COOPERATING ASSOCIATION PROGRAM

STRATEGY

DRAFT

prepared by: Cooperative Activities
Visitor Activities Branch

September 1988

EXECUTIVE SUMMARY

The Cooperating Association Program has, since its inception in 1980, grown in size and complexity. It is now time to build on our experience to chart a future course for the Program. The principle purpose of this strategy is to provide clear direction for the next five years and vision into the 21st century.

In order to achieve the objectives of building a stronger sense of partnership with cooperating associations and the National Affiliation of Cooperating Associations, providing opportunities for the public to become actively involved and committed to a park within a vigorous association and to enhance the scope and quality of services offered to park visitors the following strategic objectives have been defined:

STRATEGIC OBJECTIVES:

1. To encourage and support the growth and expansion of the Program in order to represent most field properties by the year 2000 with new or existing associations.

2. To achieve the autonomy of cooperating associations while enhancing the partnership between the Canadian Parks Service and associations.

3. To promote public awareness of the existence of cooperating associations and of opportunities for active involvement in parks that associations offer.

4. To place emphasis on quality of services (products and activities) available to the public while striving to achieve Program financial self-sufficiency.

5. To define areas of park operations that are in the legitimate purview of cooperating associations.

6. To promote the delivery of services by cooperating associations in both Official Languages to meet significant market demand.

7. To foster support and acceptance of the Program among park staff.

8. To avoid conflict with the private sector.

These objectives have formed the basis for an analysis of the current situation and the development of recommendations for actions which should facilitate further growth of the Cooperating Association Program and enhance a partnership based on trust and a mutually worthy mission.

COOPERATING ASSOCIATION PROGRAM

STRATEGY

A. INTRODUCTION

> "A cooperating association is a private, non-governmental, non-profit corporation that assists the Canadian Parks Service by providing services to the public and/or generating revenues to direct towards approved activities which are supportive of the Canadian Park Service's mandate." (Management Guideline 2.7.3, Cooperating Associations)

The Cooperating Association Program began in 1980 with the first cooperating association agreement signed in January, 1981. The Program has since grown steadily. There are currently 33 cooperating associations representing national parks, national historic parks and heritage canals. These associations are found within every province and the Yukon Territory.

The Program has also grown in complexity since it was established. It is now time to build upon past experience and assess current issues within a strategic context that will identify the best future direction for the Program. All three levels of the Canadian Parks Service, as well as the cooperating associations and the National Affiliation of Cooperating Associations have expressed a need to go beyond incremental development in order to meet the challenge of serving the Canadian Parks Service's mandate to the best of their abilities.

B. PURPOSE OF THE STRATEGY:

To present a snap shot of the Program after its first eight years in order to generally assess its strengths and weaknesses as a basis for building a strong partnership, and for developing and supporting proposed direction for the future.

To confirm Cooperating Association Program policy.

To create realistic expectations of Program potential and costs by presenting not only the benefits but also the real costs and limitations.

To provide clear direction to the Cooperating Association Program for the next five years and vision into the 21st Century.

C. PROGRAM TARGET:

That, by the year 2000, every Canadian Parks Service property be represented by cooperating association operations where there is community support.

D. PROGRAM OBJECTIVES:

1. To foster a strong spirit of partnership with cooperating associations by cultivating local association support and understanding of a park's objectives through the integration of association activities into park planning processes such as service planning.

2. To provide opportunities for the public to become actively involved and committed to a park and its heritage values by developing with the associations vigorous membership recruitment plans.

3. To enhance the scope and quality of services available to the public through the development of joint association and park sales and information plans which will ensure that all park visitors have available materials and services essential to the enjoyment and appreciation of park themes.

STRATÉGIE DU PROGRAMME DES ASSOCIATIONS COOPÉRANTES

ÉBAUCHE

préparé par:

Section des activités conjointes
Direction des activités des visiteurs

Septembre 1988

SOMMAIRE

Depuis ses débuts en 1980, le Programme des associations coopérantes a grandi en taille et en complexité. Il est maintenant temps de mettre notre expérience à profit pour tracer sa voie future. Le but premier de la stratégie est de lui fournir une direction claire pour les cinq prochaines années et d'esquisser les étapes de son développement jusqu'au XXIe siècle.

Pour atteindre les objectifs qui contribueront à développer un sens plus aigu du partenariat avec les associations coopéranters et la Fédération nationale des associations coopérantes (FNAC), à fournir au public des possibilités de s'impliquer plus activement aux activités d'un parc et de s'y engager davantage à l'intérieur d'une association dynamique, et pour rehausser le niveau de qualité des services offerts aux visiteurs des parcs, les objectifs suivants ont été définis:

OBJECTIFS STRATÉGIQUES:

1. Encourager et appuyer la croissance et l'expansion du programme de façon que, d'ici l'an 2000, la plupart des propriétés du Service canadien des parcs soient représentées par des associations nouvelles ou existantes.

2. Favoriser l'autonomie des associations coopérantes tout en renforcissant le partenariat entre le Service canadien des parcs et les associations.

3. Faire mieux connaître au public l'existence des associations coopérantes et les occasions qu'elles offrent de participer aux activités des parcs.

4. Mettre l'accent sur la qualité des services offerts au public (produits et activités) tout en visant l'autonomie financière du programme.

5. Définir les secteurs d'opération des parcs qu'on peut légitimement confier aux associations coopérantes.

6. Inciter les associations coopérantes à fournir leurs services dans les deux langues officielles lorsque la demande le justifie.

7. Inciter le personnel des parcs à accorder un meilleur appui au programme des associations coopérantes et à mieux l'accepter.

8. Éviter les conflits avec le secteur privé.

Ces objectifs constituent la base pour une analyse de la situation actuelle et la préparation de recommandations de mesures qui devraient favoriser la croissance du Programme des associations coopérantes et améliorer un partenariat fondé sur une confiance mutuelle et la noblesse de notre mission commune.

STRATÉGIE DU PROGRAMME DES ASSOCIATIONS COOPÉRANTES

A. INTRODUCTION

> "Société enregistrée privée sans but lucratif qui aide le Service canadien des parcs en offrant des services au public ou en créant des services au public ou en créant des revenus qui serviront à financer des activités approuvées axées sur le mandat du Service canadien des parcs." (Ligne directrice de gestion, 2.7.3, Associations coopérantes)

Le programme des associations coopérantes a fait ses débuts en 1980, avec la signature de la première entente avec une association coopérante en janvier 1981. Depuis lors, le programme n'a cessé de croître de façon continue. Actuellement, 32 associations coopérantes représentent les parcs nationaux et les parcs et canaux historiques nationaux. On en retrouve dans chaque province et dans le territoire du Yukon.

Le programme a aussi grandi en complexité depuis son établissement. Il est maintenant temps de bâtir sur l'expérience passée et d'évaluer les problèmes actuels dans un contexte stratégique qui déterminera la meilleure direction à prendre dans l'avenir. Les trois niveaux du Service canadien des parcs, de même que les associations coopérantes et la Fédération nationale des associations coopérantes, ont exprimé le besoin d'aller plus loin qu'un simple développpement graduel afin de relever le défi de servir de leur mieux le mandat du Service canadien des parcs.

B. OBJET DE LA STRATÉGIE

Faire le point sur le programme après ses huit premières années pour permettre une évaluation d'ensemble de ses forces et de ses faiblesses, en vue de développer un partenariat solide et de tracer et d'aplanir la voie à emprunter pour l'avenir.

Confirmer la politique du Programme des associations coopérantes.

Créer des attentes réalistes quant au potentiel du programme et à ses coûts en présentant non seulement ses avantages mais aussi ses coûts réels et ses limites.

Fournir au Programme des associations coopérantes une direction claire pour les cinq prochaines années et esquisser les étapes de son développement jusqu'au XXIe siècle.

C. CIBLE DU PROGRAMME:

Que, d'ici l'an 2000, chaque propriété du Service canadien des parcs soit représentée par une association coopérante, là où il y a l'appui de la collectivité.

D. OBJECTIFS DU PROGRAMME:

1. Encourager le développement d'un esprit de partenariat plus fort chez les associations coopérantes en suscitant un appui local envers les associations et en favorisant une connaissance des objectifs du parc par une intégration des activités des associations aux processus de planification du parc, notamment la planification des services.

2. Fournir au public des occasions de s'impliquer activement et de s'engager envers un parc et ses valeurs patrimoniales, en travaillant avec les associations à l'élaboration de plans de recrutement dynamiques.

3. Améliorer l'étendue et la qualité des services offerts au public en développant des plans conjoints pour les ventes des associations et des parcs ainsi que pour l'information, lesquels assureront que tous les visiteurs des parcs ont accès aux produits essentiels à leur appréciation et leur connaissance des thèmes du parc.

STRATEGIES FOR THE FUTURE

THE MANITOBA EXPERIENCE SO-FAR

by

Ken Porteous
Co-ordinator - Co-operating Associations

Parks Branch
Manitoba Department of Natural Resources

October 1988

1.0 CO-OPERATIVE ACTIVITIES IN MANITOBA PARKS

The Manitoba Parks Branch formally established a co-operative activities program in 1985, the 25th anniversary of the Provincial Parks System, by actively encouraging the establishment of co-operating associations and by seeking groups and organizations to undertake joint projects and programs.

The following lists the accomplishments to date:

1. Development and implementation of the 25th Anniversary of Parks program, in conjunction with local community organizations such as game and fish associations and Chambers of Commerce, May to September 1985.

2. Development of numerous co-operative projects including:

   (a) Cross-country equestrian course, Birds Hill - Manitoba Horse Council Inc.

   (b) Edukit, A Teacher's Guide to Manitoba's Provincial Parks - Department of Education

   (c) Nimowin Trail and Teacher's Guide (Peace Education Trail), Birds Hill - Manitoba Educators for Social Responsibility

   (d) Cross-country Ski Trail System, Camp Morton - Gimli Ski Club

   (e) Spirit Point Walking Trail, Grand Beach - Sun Run

3. Development and implementation of a Campground Host Program - 1986

4. Establishment of three co-operating associations

   - Friends of Spruce Woods Inc. - June 1986
   - Friends of the Whiteshell Inc. - February 1987
   - Descendants and Friends of Hecla Island Heritage Inc. agreement pending

5. Assisting the planning and hosting of "Heritage Partnership '88" the Biennial Workshop of Co-operating Associations held at the Gull Harbour Resort and Conference Centre October 13 to 16, 1988.

2.0 FUNDING CO-OPERATING ASSOCIATIONS

Manitoba Parks followed the leads of the Canadian Parks Service and Ontario Parks to develop its funding approach for co-operating associations. We settled on a $50.0 funding strategy over a five year period with allotments of $5.0 (1st year) $15.0 (2nd year) $15.0 (3rd year) $10.0 (4th year) and $5.0 (5th year) granted to associations to assist them in attaining self-sufficiency. If stocks of publications were available for a particular park, we turned them over to the association to sell for profit. This was the case with Spruce Woods. There were no guarantees in the co-operative agreement that these funds would be available. Each year a treasury board request must be submitted and approved by Cabinet to provide these grants.

However, the Manitoba government is beginning to question these grants and is asking what constitutes self-sufficiency? If self-sufficiency is thought of as matching the seed grant with other provincial government grants such as job creation programs, which all come out of the same pool of money, Cabinet may be unwilling to continue this practice. If grants are viewed as a running faucet, support will be curbed, however, if the seed grants are used to get the organization off the ground then I believe the Manitoba government will continue to support the co-operating association movement.

Manitoba Parks may have to review its funding strategy and go to the Canadian Parks Service or Alberta Parks approach to funding their associations. Further study is required.

3.0 WHERE TO FROM HERE

Presently, Manitoba Parks is not actively soliciting any further co-operating associations. The intent is to support the three we have and evaluate the operations after three or four years to determine if self-sufficiency has been achieved. When the evaluation is complete a decision will be made whether to expand or hold the line with what we have. The possibility exists in the interim, that if a group approaches the branch to become a co-operating association, that they would receive our support. However, this would be reviewed on a case by case basis.

4.0 THE N.A.C.A. CHALLENGE

I would like to conclude this morning by challenging N.A.C.A. to achieve two goals in the future.

1. N.A.C.A. should develop an advertising video to help sell the co-operative movement.

2. N.A.C.A. should develop a large scale fund raising strategy that will match the funds available through the Canadian Parks Service. Once that is achieved they should have input into the screening of project applications for these funds.

STRATEGIES FOR THE FUTURE

PARTNERSHIP '88 — FRI. OCT 14/88 - JOY LIEFF, CHAIRMAN, NACA

About one and one-half years ago, members of the NACA Board were asked to be on a committee to revise the Canadian Parks Service Cooperating Association Program Strategy. At the conclusion of this exercise, we realized that it was time for us to put some of our long-range planning ideas on paper. This resulted in the development of a 5-Year Program Strategy. The main objectives of our plan reflect our aim to represent the cooperating associations with the Canadian Parks Service as well as recognizing the needs of associations cooperating with other agencies. These objectives include:

- representing and promoting the cooperating association movement on a national level

- facilitating communication and sharing expertise among cooperating associations

- identifying, structuring and providing training opportunities for cooperating association members and personnel.

- encouraging the creation and development of cooperating associations

AND

- encouraging excellence in the development and delivery of products and services to the public.

The discussion that took place in order to develop our strategy was very valuable as it gave some focus to our plans as a Board. Over the past two years and as a result of having our strategy in place, we have worked to promote the attitude of partnership with the Canadian Parks Service for cooperating associations. We have also been involved in policy making for cooperating associations with the Canadian Parks Service. And, finally, we have realized that all of our ideas and visions for the future would not come to fruition without a facilitator, so we hired an executive director to help us carry out our Program Strategy.

We have been developing a workplan for our Executive Director and, included in her tasks are several ways of facilitating communication among Associations and with other agencies. These include:

- the development of an informational and promotional brochure about cooperating associations which will explain the programs and importance of such organizations.

- the development of an exhibit to be used as a promotional and informational tool as well

- the development of a promotional slide show about cooperating associations.

AND

- the compilation and distribution of a national newsletter for and about cooperating associations on a regular basis, twice annually

It has been difficult to calculate which of our Executive Director's tasks is the most urgent but we are targeting "Communication" as the first area to address - once our communication lines are solid, we will be well on our way to securing our future. We all have so much to learn from each other and our distances apart and regional differences make communication amongst each other somewhat ineffective at times.

Once our communication lines are working effectively through our Regional representatives on the Board of Directors and through the efforts of our Executive Director, we will be able to address some specific issues that will help individual associations; bulk purchasing power; development of a national product line - "generic"products for all associations to sell if they wish; establishment of regional sales outlets where products from individual associations can be made available to a larger segment of the population and the further development of a guidebook series for Canada's National Parks. Much of the work in these areas will be undertaken jointly by our Executive Director and the Merchandising Officer for Cooperative Activities in Ottawa.

Another area of focus for our strategy for the future is the continuation of the effort to assess training needs and provide training opportunities to cooperating association staff and volunteers. This, of course, is accomplished with these national workshops every two years and we will be starting to plan the 1990 workshop as soon as this one is wrapped up. We are also going to be encouraging and helping with the planning and implementation of regional workshops in 1989 - our target and that of the Canadian Parks Service is a workshop being held in each of the five regions. Another aspect of training is the participation of cooperating association representatives at Canadian Parks Service training sessions about cooperating associations. We are the people who understand the workings of cooperating associations in depth and it is important that we continue to play a role in the training of park staff in this area.

It will be the task of our Executive Director, again in cooperation with the Coop. Act. staff in Ottawa, to develop a resource list of personnel and literature of interest to cooperating associations across the country.

We are still at the stage where new associations are forming and it is an important aspect of our strategy for the future to help these groups develop as strong organizations supporting the parks with which they are affiliated. We plan to do this by developing a "start-up" kit for new assiciations and by encouraging and strengthening the ties between established associations and new ones in the same region. We plan to develop a "Speakers' Bureau" - a list of experienced people who are prepared to speak to groups just starting associations to give them encouragement and advice. The "start-up" kit will provide new groups with some material to help them take short-cuts - copies of existing contracts, the existing handbooks and manuals for cooperating associations and the list of resource people who can be contacted for help.

One of the principal aims of starting the Awards Program two years ago was to encourage excellence in the development and delivery of products and services to the public. The parameters of this program have been refined and will continue to provide incentive for associations to strive for the best, as well as ensuring public awareness and recognition of the products and services developed by such groups.

Of course, we have discovered that to carry out our plan requires money. Our Board has instituted a Fundraising Committee to explore possible means of creating the funding necessary to implement our Program Strategy.

By securing funds from independent sources, we will become less dependant on our member associations and more autonomous as a national body representing cooperative associations.

I am confident that, with our Program Strategy in place, we are approaching the next few years with not only enthusiasm but also with a sense of purpose. That purpose is to serve cooperating associations by building on the strong foundation we have succeeded in establishing.

NATIONAL AFFILIATION OF COOPERATING ASSOCIATIONS

FÉDÉRATION NATIONALE DES ASSOCIATIONS COOPÉRANTES

5 Year Program Strategy

Background - a brief history of National Affiliation of Cooperating Associations

In March of 1984, at an inter-regional meeting of cooperating associations, a group of interested people discussed the possibility of forming a national "umbrella" organization mainly for the purpose of facilitating communication and pooling experience for individual associations. With the full support and encouragement of Environment Canada Parks, a steering committee was formed. This group worked together to propose a constitution and bylaws to a National Workshop for Cooperating Associations in October of 1984. At that meeting, an interim Board of Directors was elected. This group met three times over the next two years an, by the fall of 1986 had a constitution, bylaws and incorporation papers in place. They had also developed a fee structure for members and an Awards Program for products and services of cooperating associations. At the second biennial National Workshop, in October of 1986, jointly sponsored by the National Affiliation and Environment Canada Parks, a Board of Directors was elected and memberships were secured. The following Program Strategy is an outline of how the present Board of Directors sees the role of the National Affiliation developing over the next few years.

Program Objectives:

1. To represent and promote the cooperating association movement on a national level.

2. To facilitate communication and share expertise among cooperating associations and with Environment Canada Parks and other agencies on a national level.

3. To identify, structure and provide training opportunities for cooperating association members and personnel.

4. To encourage the creation and development of cooperating associations.

5. To encourage excellence in the development and delivery of products and services to the public.

Operational Objectives:

1. The cooperating association movement should be promoted and represented by:

   (a) development of a national image for National Affiliation of Cooperating Associations in order to promote membership in cooperating associations,

   (b) making representation to Environment Canada Parks and/or other agencies on behalf of National Affiliation of Cooperating Associations members on matters of policy and practice,

   (c) making representation to government or the public on a national level on behalf of National Affiliation of Cooperating Associations members and/or Environment Canada Parks or other appropriate agencies.

   Action Plan

   (i) - designate a national logo
   - encourage use of logo by all Member Associations
   - develop and distribute promotional literature re cooperating associations and National Affiliation of Cooperating Associations
   - explore national press and media coverage opportunities for the National Affiliation of Cooperating Associations

   (ii) - become acquainted with agencies and government officials who may be useful to the National Affiliation of Cooperating Associations
   - send introductory letters and literature to such organizations

   (iii) - arrange introductory information-type meetings with Environment Canada Parks and other appropriate officials when possible
   - send introductory letters and literate to such individuals.

2. Communications should include

   Exchange of information at four levels:

   (a) amongst Board members
   (b) amongst National Affiliation of Cooperating Associations members
   (c) with Environment Canada Parks and other appropriate agencies

(d) with the public

and should reflect

(a) National Affiliation of Cooperating Associations' goals and objectives
(b) programs and assistance for members
(c) mandates of Environment Canada Parks and other appropriate agencies
(d) dissemination of information to the public.

Action Plan

(i) representation on the Board of Directors as outlined in the National Affiliation of Cooperating Associations Bylaws,

(ii) appointed regional representatives communicating regularly and as necessary with all National Affiliation of Cooperating Associations members in the official language of their choice,

(iii) regular communication with Environment Canada Parks Program Headquarters through the appointed Environment Canada Parks liaison and the Board Chairman,

(iv) development and distribution of a National Affiliation of Cooperating Associations Newsletter at least twice per year,

(v) providing input to Environment Canada Parks and other appropriate agencies on matters of policy as they affect cooperating associations,

(vi) providing mechanisms and opportunities to National Affiliation of Cooperating Associations members for bulk purchasing of materials and services,

(vii) the hiring of a bilingual staff person with expertise in the areas dealt with by cooperating associations.

3. Training in the official language of the participant's choice should be provided by:

(a) giving member associations the opportunity to identify training needs on an annual basis,

(b) working with Environment Canada Parks and other appropriate agencies to develop training opportunities and identify appropriate resources that respond to the perceived needs of National

Affiliation of Cooperating Associations members and the cooperating association program in general,

(c) organizing, in cooperating with Environment Canada Parks and other suitable agencies, workshops and training programs annually on either a national or regional scale.

Action Plan

(i) design and distribute a questionnaire for all member associations to assess training needs,

(ii) meet with Environment Canada Parks to communicate perceived training needs and formulate a Training Plan,

(iii) organize the 1988 and 1990 National Workshops,

(iv) communicate with Regional Cooperating Activities staff regarding 1987 and 1989 regional training opportunities,

(v) develop a resource list including both expert personnel and literature, in the areas of interest and concern to National Affiliation Cooperating Associations members.

4. Creation and development of cooperating associations will be encouraged through:

(a) actively promoting a partnership role of individual cooperating associations with Environment Canada Parks which will strengthen the cooperating association movement in Parks' mandate,

(b) encouraging groups of citizens who demonstrate commitment to the principles of Environment Canada Park's mandate and the cooperating association movement to form an association, enter into an agreement with Environment Canada Parks and join the National Affiliation of Cooperating Associations,

(c) providing to potential and newly formed cooperating associations start-up expertise and assistance, by an established association "foster-parenting" a new one or by National Affiliation of Cooperating Associations personnel,

(d) giving advice and the benefit of our experience to potential and newly formed cooperating associations with other appropriate agencies and encouraging them to become associate members of the National Affiliation of Cooperating Associations.

Action Plan

(i) when the Environment Canada Parks Program Strategy is approved, it should be circulated to all National Affiliation of Cooperating Associations members with a letter of support from the National Affiliation of Cooperating Associations Board. A letter of support could also b sent to appropriate Environment Canada Parks officials,

(ii) develop a package of material including:

- Environment Canada Parks Program Strategy
- Technical Manual
- Handbooks
- existing contracts
- National Affiliation of Cooperating Associations materials,

to be distributed to potential and newly formed cooperating associations,

(iii) establish with existing established cooperating associations a plan for "foster parenting" and explore with Environment Canada Parks and other interested, appropriate agencies additional funding arrangements for foster parenting.

5. Excellence in the development of products and services by cooperating associations will be stimulated by:

(a) the continuing establishment of a national awards program reflecting the mandate of Environment Canada Parks for Cooperating Associations,

(b) an on-going program for National Affiliation of Cooperating Associations members for sharing ideas and experiences as they relate to product and service development,

(c) assisting member associations in product and service project decisions with a view to maximising profits while maintaining acceptable levels of quality.

Action Plan

(i) the appointment of one or more Board members to work on the clarification of categories and more structured guidelines for the Awards Program,

(ii) development of formal forums for sharing of ideas and experience perhaps through the Newsletter and/or "show and tell" at the National Workshops,

(iii) providing member associations with lists of suppliers and product lines of all other members, circulating new products and information about them to member associations.

FÉDÉRATION NATIONALE DES ASSOCIATIONS COOPÉRANTES

NATIONAL AFFILIATION OF COOPERATING ASSOCIATIONS

Stratégie quinquennale du Programme

Généralités - bref historique de la Fédération nationale des associations coopérantes

En mars 1984, lors d'une réunion interrégionale d'associations coopérantes un groupe d'intéressés discute de la possibilité e former un organisme-cadre national dans le but, surtout, de faciliter la communication entre les diverses associations et de mettre en commun leur savoir-faire. Fort de l'appui et de l'encouragement du Service des parcs d'Environnement Canada, le groupe se dote d'un comité directeur qui, en octobre 1984, propose un règlement à l'Atelier national des associations coopérantes. C'est au cours de cette rencontre qu'on élit un conseil d'administration provisoire qui, se réunissant trois fois durant les deux années suivantes, disposera, à l'automne 1986, du règlement et des documents de constitution de la Fédération et aura établi les cotisations de ses membres ainsi qu'un programme de récompense à offrir aux associations coopérantes pour leurs produits et leurs services. En octobre 1986, durant le deuxième atelier national biennal, coparrainé par la Fédération nationale et le Service des parcs d'Environnement Canada, le conseil d'administration de la Fédération est élu et sa compositon est établie. La stratégie du Programme, énoncée ci-après, donne un aperçu de l'image que le conseil d'administration se fait de l'évolution du rôle de la Fédération au cours des prochaines années.

Objectifs du Programme

1. Représenter et promouvoir le mouvement des associations coopérantes à l'échelle nationale.

2. Faciliter, dans tout le pays, la communication et l'échange du savoir-faire entre les diverses associations ainsi qu'avec le Service des parcs d'Environnement Canada et les autres organismes.

3. Déterminer les besoins en formation des membres et du personnel des associations coopérantes et leur offrir le nécessaire à cet égard.

4. Encourager la création d'associations coopérantes et le développement de celles qui sont déjà établies.

5. Promouvoir l'excellence des produits et des services offerts au public.

Objectifs opérationnels:

1. La Fédération nationale des associations coopérantes doit promouvoir et représenter le mouvement:

   a) en se donnant une image nationale, pour provoquer l'adhésion aux diverses associations qu'elle représente,

   b) en faisant, au nom de ses membres, des démarches auprès du Service des parcs d'Environnement Canada ou d'autres organismes pour régler les questions de politique et de modalités de fonctionnement,

   c) en intercédant auprès des gouvernements et des Canadiens en faveur de ses membres, du Service des parcs et des autres organismes concernées.

Plan d'action

(i) - adopter un logo national,
- encourager ses membres à l'utiliser,
- rédiger et distribuer des brochures promotionnelles sur ses activités et celles des associations coopérantes,
- explorer les possibilités médiatiques nationales,

(ii) - se familiariser avec les organismes et les fonctionnaires qui peuvent lui être utiles,
- leur faire parvenir des lettres et de la documentation pour se faire connaître,

(iii) - si possible, organiser des rencontres d'information avec des fonctionnaires du Service des parcs et des autres services appropriés,
- leur faire parvenir des lettres et de la documentation pour se faire connaître.

2. La communication doit

permettre l'échange de renseignements:

a) entre les membres du Conseil d'administration,
b) entre les membres de la Fédération,
c) avec le Service des parcs et les autres organismes appropriés,
d) avec le public,

et être axée sur

a) les buts et les objectifs de la Fédération,
b) les programmes et l'aide qu'elle offre à ses membres,
c) les attributions du Service des parcs et des autres organismes appropriés,
d) la dissémination de renseignements dans le public.

Plan d'action

(i) - faire en sorte que la représentation au sein du Conseil d'administration soit conforme au règlement de la Fédération,
(ii) - nommer des représentants régionaux qui communiqueront régulièrement avec les membres, dans la langue officielle de leur choix,
(iii) veiller à l'établissement de communications régulières entre le président du conseil et l'agent désigné de l'administration centrale du Programme (Service des parcs),
(iv) - publier et distribuer un bulletin de la Fédération, au moins deux fois par année,
(v) - informer le Service des parcs et les autres organismes appropriés des questions de politique qui touchent les associations,
(vi) permettre à ses membres, par divers moyens, de se procurer produits et services en volume,
(vii) - engager un cadre bilingue qui connaît à fond les diverses facettes des associations.

3. Il faudrait assurer la formation des participants, dans la langue officielle de leur choix:
a) en permettant aux associations de déterminer leurs besoins annuels en formation,
b) de concert avec le Service des parcs et d'autres organismes concernés, en offrant des possibilités de formation et en trouvant les ressources nécessaires qui répondent aux besoins des membres et du Programme des associations coopérantes en général,
c) de concert avec le Service des parcs et d'autres organismes convenables, en organisant des ateliers et des cours de formation annuels, à l'échelle nationale ou en région.

Plan d'action:
(i) - rédiger un questionnaire et le distribuer à toutes les associations membres, pour évaluer leurs besoins en formation,
(ii) - rencontrer le Service des parcs pour lui faire part de ces besoins et élaborer un plan de formation,
(iii) - préparer les ateliers biennaux de 1988 et de 1990,
(iv) - communiquer les possibilités de formation pour 1987 et 1989 au personnel des sections régionales des activités conjointes,
(v) - dresser une liste de la documentation sur les questions qui intéressent et préoccupent les membres de la Fédération et des spécialistes de ces questions.

4. La formation et le développement d'associations coopérantes seront favorisés:

a) en insistant largement sur le fait que les associations coopérantes sont les partenaires du Service des parcs, ce qui donnera plus d'importance au mouvement dans l'exécution du mandat du Service,
b) en incitant les groupes qui adhèrent aux principes du mandat du

Service des parcs et du mouvement des associations coopérants à former leur propre association, à ratifier une entente avec le Service et à se joindre à la Fédération,

c) en chargeant des associations déjà existantes ou du personnel de la Fédération de fournir savoir-faire et aide de démarrage aux associations éventuelles et nouvelles ("mise en nourrice"),

d) en faisant profiter de nos conseils et de notre expérience de telles associations regroupées sous l'égide d'autres organismes et en les encourageant à devenir membres de la Fédération.

Plan d'action

(i) - une fois la stratégie du Programme approuvée, en envoyer des exemplaires, accompagnés d'une lettre d'appui rédigée par le Conseil d'administration, à tous les membres. Ces lettres pourraient également être adressées aux fonctionnaires concernés du Service des parcs,

(ii) - élaborer une trousse qui comprendrait:
- la stratégie du Programme du Service des parcs d'Environnement Canada,
- un guide technique
- des manuels
- les contrats en vigueur
- les documents de la Fédération,

et qui serait destinée aux associations éventuelles ou nouvelles,

(iii) - établir, avec les associations existantes, un plan de "mise en nourrice" et chercher, avec le Service des parcs et d'autres intéressés, des modalités additonnelles de financement de cette solution.

5. L'excellence des produits et des services offerts par les associations sera stimulée par:

a) la poursuite d'un programme national d'attribution de récompenses qui tienne compte du mandat du Service des parcs quant aux associations coopérantes,

b) la mise sur pied d'un programme continu permettant à tous les membres d'échanger leurs idées et leur expérience de la prestation de produits et de services nouveaux,

c) la prestation d'aide aux membres dans la prise de décisions touchant les produits et les services à offrir, qui permettraient d'accroître les profits au maximum tout en maintenant une qualité acceptable.

Plan d'action:

(i) - charger un ou plusieurs membres du conseil de préciser les produits et les services visés par le programme de récompense et doter ce programme de lignes directrices plus structurées,

(ii) - établir des tribunes officielles pour l'échange des idées et de l'expérience (bulletin, exposés spéciaux aux ateliers biennaux),

(iii) - fournir à chacun la liste des fournisseurs et des produits des autres membres et faire circuler les produits nouveaux ainsi que les renseignements à leur sujet.

POWER RETAIL
DETAIL·CHOC
CONSULTANTS

MERCHANDISING SEMINAR

FOR

HERITAGE PARTNERSHIP 1988

PRESENTED BY: CHARLES SHEFLER, PRINCIPAL OF POWER RETAIL

OCTOBER 14,1988.
HECLA

1411 Fort, Suite 1108, Montréal, Québec, H3H 2N7, (514) 934-0486

VISUAL MERCHANDISING....WHAT IS IT?

THE ART AND SCIENCE OF MERCHANDISE PRESENTATION WITHIN AN ENVIRONMENT IN SUCH A MANNER AS TO ENTICE A CUSTOMER TO BY BASED ON THE CONTINUOUS EVOLUTION OF THEIR NEEDS AND DESIRES.

PERCEPTION VS. REALITY

SEEING IT THROUGH THE CUSTOMERS EYES!

WHO ARE YOU?

THE FIRST IMPRESSION..IS IT WORTH IT?

MERCHANDISE DEPTH.

MERCHANDISE WIDTH.

POSITIVE NEGATIVE SPACE.

BASIC HOUSEKEEPING.

SERVICE! SERVICE! SERVICE!

BREAKING DOWN THE MERCHANDISE ASSORTMENT...OR...
MAKING SENSE OUT OF ALPHABET SOUP!

SELLING PEACH SOUP!!

AVAILABLE SURFACE

A. THE ENTRANCE

B. SERVICE AREAS

C. TRAFFIC FLOW

D. SELLING AREA

E. POSITIVE NEGATIVE SPACE

DISPLAY MANAGEMENT OR..A LOGICAL APPROACH TO CREATIVITY!

TIME ON YOUR HANDS.

A. FREQUENCY

B. PURCHASING

C. PLANNING AND DESIGN

D. BUDGETING

E. SPECIAL EVENTS.

CREATING GREAT DISPLAYS!!

A. THE ART OF AN IDEA.

B. INSPIRATION.... WHAT' S YOUR 'E' Q?

C. FEATURE DISPLAY OR PRODUCT DISPLAY? METHOD?

D. THEME / UNITY

E. COMPOSITION

F. PROPORTION

G. COLOR

i. The color wheel.

ii. The psychology of colour.

iii. Enhancing the Merchandise.

iv. Theme.

PROPS..

A. PURPOSE

B. TYPE

C. COST FACTOR/RECYLCING POSSIBILITIES.

LIGHTING..YOUR CONSTANT SILENT SALES MAN!

A. TYPE A

B. TYPE B

C. TYPE C

D. PERCEPTIONS.

E. HOW TO CHOOSE THE RIGHT KIND.

SÉMINAIRE DE MARCHANDISAGE

POUR

LA RÉUNION DE 1988 DE
L'ASSOCIATION POUR LE PATRIMOINE

DIRIGÉ PAR CHARLES SHEFLER,
DIRECTEUR DE DÉTAIL-CHOC

LE 14 OCTOBRE 1988
PARC HECLA

LE MARCHANDISAGE, QU'EST-CE QUE C'EST?

C'EST L'ART ET LA TECHNIQUE DE PRÉSENTER DES PRODUITS DANS UN ENVIRONNEMENT DONNÉ EN FONCTION DES BESOINS ET DES DÉSIRS EN ÉVOLUTION CONSTANTE DES CLIENTS, DE FAÇON À LES INCITER À ACHETER.

PERCEPTION ET RÉALITÉ

SE METTRE DANS LA PEAU DE L'ACHETEUR!

QUI ÊTES-VOUS?

LA PREMIÈRE IMPRESSION ET SA VALEUR?

QUANTITÉ DE MARCHANDISES

VARIÉTÉ DES MARCHANDISES.

UTILISATION AVANTAGEUSE DES VIDES.

GESTION ÉLÉMENTAIRE.

SERVICE! SERVICE! SERVICE!

VENTILATION DE L'ASSORTIMENT ... OU ... COMMENT SE RETROUVER DANS CET AMAS HÉTÉROCLITE

VENDRE DE LA SOUPE AUX PÊCHES! !

SURFACE DISPONIBLE

A. L'ENTRÉE

B. SECTEURS DE SERVICE

C. CIRCULATION

D. SECTEUR DE LA VENTE

E. UTILISATION AVANTAGEUSE DES VIDES

GESTION DE LA PRÉSENTATION OU ... DE LA LOGIQUE POUR PLUS DE CRÉATIVITÉ!

DU TEMPS À VOUS

A. FRÉQUENCE

B. ACHAT

C. PLANIFICATION ET CONCEPTION

D. BUDGET

E. MANIFESTATIONS SPÉCIALES

CRÉATION D'ÉTALAGES FABULEUX!!

A. L'ART D'UNE IDÉE.

B. INSPIRATION ... QUEL EST VOTRE QUOTIENT "E"?

C. ARTICLES EN VEDETTE OU PRÉSENTATION DES PRODUITS? MÉTHODE?

D. THÈME/UNITÉ

E. COMPOSITION

F. PROPORTION

G. COULEUR
   i. La roue des couleurs.
   ii. La psychologie des couleurs.
   iii. Mettre en valeur la marchandise.
   iv. Thème.

ELDERHOSTEL CANADA
Corbett House
29 Prince Arthur Avenue
Toronto, Ontario M5R 1B2

ELDERHOSTEL CANADA

So What Is - The Elderhostel Canada Program?

ELDERHOSTEL combines the best traditions of education and hosteling. Inspired by the youth hostels and folk schools of Europe, but guided by the needs of older citizens for intellectual stimulation and physical adventure, ELDERHOSTEL is for older citizens on the move -- not just in terms of travel, but in the sense of reaching out for new experiences. It is based on the belief that retirement does not have to mean withdrawal; that one's later years are an opportunity to enjoy new experiences.

ELDERHOSTEL is a network of over 1,200 colleges, universities, independent schools, folk schools, private hotels, YM-YWCA's, National Parks and other educational institutions in Canada, the United States, Great Britain, Scandinavia, France, Germany, Italy, Greece and Australia. These facilities offer short-term residential programs for older adults who are 60 or over. Most of the programs begin on a Sunday night and end the following Saturday morning. During 1989, ELDERHOSTEL Canada programs will be offered at 160 institutions.

If this short program explanation is of interest to you or your organization please contact us for further details and an information package will be mailed to you. Address your request to:

Elderhostel Canada
Program Department
Corbett House
29 Prince Arthur Avenue
Toronto, ON
M5R 1B2

NATIONAL AWARDS OF EXCELLENCE

National awards of excellence winners were announced in 12 categories at the Hecla conference the evening of Friday, October 14th. Paul McNair, Vice-Chair of Canadian Parks Partnership co-ordinated the event which drew a record number of entries. The awards program was reorganized to include a number of new categories to reflect the maturing of the cooperating association movement.

1. Educational Events-Waterton Natural History Association
   Heritage educational program

2. Non-revenue generating event-Friends of Point Pelee
   The Ugly Duckling

3. Product, souvenir-Waterton Natural History Association
   Waterton Heritage Centre Logo products-mug, pin, bookmark

4. Development Project-Les Amis du Plein Air-Bookstore addition
   -Musee de la Mer de Rimouski-museum display

5. Publication, Non-book-Friends of the Trent-Severn Waterway
   The Navigator

6. Newsletter-Friends of the Trent-Severn Waterway
   Ahoy

7. Hardcover/Softcover Book-Friends of Prince Albert National Park
   -Friends of Point Pelee
   Both trail guides

8. Retail Outlet-Lower Fort Garry Volunteer Association

9. Children's Programming-Lower Fort Garry Volunteer Association
   Children's daycamp

10. Children's Publication-Fundy Guild
    The Fundy Fun Book

11. Children's Product-Waterton Natural History Association
    Children's Nature Discovery Kit

12. Promotion Award-Info-Nature Mauricie
    Promotion material for year

NATIONAL AFFILIATION OF COOPERATING ASSOCIATIONS

BIENNIAL REPORT

OCTOBER 1988

BOARD OF DIRECTORS

CHAIRMAN	Joy Lieff
VICE-CHAIRMAN	Paul McNair
SECRETARY	Roberta Clarke
TREASURER/WESTERN REGION REP.	Carl Ringness
PRAIRIE REGION REP.	Miriam Jackson
ONTARIO REGION REP.	Dale Smith
QUEBEC REGION REP.	Luc Gendron
ATLANTIC REGION REP.	Janet Wood
PARKS LIAISON OFFICER	Carol Whitfield

During the first year of their terms, the original Board members from Quebec Region (Sylvie Filion) and Atlantic Region (Pam Murphy) both resigned for personal reasons. The Board appointed Luc Gendron to fill Sylvie's four year term and Janet Wood to fill Pam's two year term. At this point, four positions on the Board are being filled by election for four year terms as Paul McNair, Carl Ringness, Dale Smith, and Janet Woods have completed their terms. Also during the first year of the Board's term, Robert Gougeon, the original Parks Liaison Officer, was transferred to a different position and Carol Whitfield took over his role. We thank the outgoing Board members and Robert for their enthusiasm and dedication in serving the National Affiliation.

MEMBERSHIP

Twenty-four cooperating associations are now voting members of the National Affiliation. Two associations are non-voting members.

PROGRAM STRATEGIES

One of the first major tasks of the Board was to work on the Program Strategy for Cooperating Associations. Two Board members were appointed to work on a committee with Canadian Parks Service personnel. At the request of the Canadian Parks Service, the National Affiliation Board has been taking an active role in advising Parks personnel on matters of policy pertaining to cooperating associations. With the input from the appointed Board members initially and with suggestions and reworking from the entire Board, we ended up being satisfied that the Canadian Parks Service Program Strategy is a document that will lead to true cooperation between associations and the parks with whom they are

affiliated.

While we were working on this exercise, it became apparent that the National Affiliation also needed a Program Strategy. We drafted one to carry us through the initial five years of our development, recognizing that we will grow and evolve during that period and will have different needs during the subsequent years of our life. This document is available from the Board Secretary.

1988 BIENNIAL WORKSHOP

Planning for the next National Workshop for Cooperating Associations began almost as soon as the 1986 one was over. Our Board appointed Miriam Jackson to be the Chairman for the Workshop, Heritage Partnership '88. Miriam headed up a steering committee composed of two people from the Canadian Parks Service, Carol Whitfield from Program Headquarters and Anne Landry from Prairie and Northern Regional Office, Ken Porteous from Manitoba Parks and Lilian Tankard from the Lower Fort Garry Volunteers cooperating associations. Paul McNair, our Vice Chairman, served as an advisor to the steering committee because of his experience in planning and carrying out the successful 1986 workshop. One of the first tasks of the committee was to create a needs assessment that was circulated to all cooperating associations. The results of this assessment were used to determine the topics to be covered at the national workshop. The steering committee has continued to work diligently to develop the full program for Heritage Partnership '88 and has consulted with the Board of the National Affiliation in all phases of the planning. We appreciate the efforts of the steering committee for this workshop.

WORKSHOPS

In the fall of 1986, I attended the Biennial Congress of the National Conference of U.S. Cooperating Association in San Diego, California. Many of the U.S. cooperating associations were represented making this an excellent opportunity to meet our counterparts. It was interesting and exciting to learn firsthand about so many successful organizations with similar aims and objectives to ours. Travel costs for this conference were shared equally by the National Affiliation, the Canadian Parks Service and the Waterton Natural History Association, all of whom I thank for their support.

In the fall of 1987, regional workshops for cooperating association staff and volunteers and Canadian Parks Service personnel were held in Western and Atlantic Regions. The representatives of those regions on the National Affiliation Board had a great deal of responsibility for the organization and development of these training workshops. It is our recommendation that workshops of this nature will be held in all five regions in 1989 to enhance the training and communication opportunities among cooperating associations in each region.

COOPERATING ASSOCIATION REPRESENTATION AT MEETINGS

In February of 1988, I represented the National Affiliation at a training session for Canadian Parks Service Liaison Officers for Cooperating Associations. My role at the workshop was to provide the cooperating association viewpoint to discussions and to provide information about the National Affiliation. Also in February, I attended a workshop entitled Heritage Conservation: Volunteers in Partnership with Government as a spokesperson for cooperating associations. For eight months prior to the workshop I had worked on the steering committee for it, representing cooperating associations through the National Affiliation.

In August of this year, Luc Gendron represented the National Affiliation at the Federal/Provincial Parks conference held in Quebec City. He had the opportunity to speak to sixty senior program managers from the Canadian Parks Service and Provincial Parks across Canada about cooperating associations and the role of the National Affiliation.

COMMUNICATIONS

Over the past two years we have fulfilled our goal of facilitating communication among cooperating associations by producing two newsletters. As well, each of our regional representatives on the Board has contacted the cooperating associations in their region on a regular basis for the purpose of assisting them with problems and communicating their ideas to others. The Board members have also taken on an advisory role to assist new cooperating associations in their developmental stages.

AWARDS PROGRAM

Paul McNair, with input from the other Directors, has refined the categories and criteria for the awards for outstanding products and services developed by cooperating associations. This program encourages the development of high quality programs and products and provides national recognition to the associations who succeed to produce the best of these.

SOURCES OF FUNDING

Fundraising efforts have focused on our biennial auction and auctions at our regional workshops. Annual dues from our member associations have also helped to cover our expenses. In 1987 the National Affiliation received a grant of $1,500.00 from the Minister of the Environment's sustaining grants fund for non government organisations. The Canadian Parks Service has supported our efforts in many ways with funds for travel to Board and other meetings and to help meet expenses for some of our projects , such as the production and distribution of one of the newsletters. We are very grateful for the financial support we have received from all sources.

BOARD MEETINGS

Meetings of the Board of the National Affiliation were held at six month intervals over the past two years. As mentioned above, travel costs for these meetings were paid by the Canadian Parks Service. The National Affiliation paid for the accommodation costs and Board members paid for their own meals and incidentals. Meeting every six months gave the Board some feeling of unity and continuity and enabled us to make substantial progress in a number of areas. It is my recommendation that the Board continue to have meetings every six months.

MEETINGS

I met with national representatives of the Public Service Alliance of Canada, at their request to discuss the issue of cooperating association staff and volunteers replacing jobs held by Canadian Parks Service employees. It was agreed that at the present time cooperating associations are supplementing and enhancing rather than replacing, services already being provided by Parks staff.

EXECUTIVE DIRECTOR POSITION

After considerable planning and recognizing that our long term goals could only be carried out if we had someone working for the National Affiliation on a full-time basis, we advertised and held interviews for a bilingual Executive Director. This position has only recently been filled and we look forward to a long an mutually satisfactory relationship with an employee of the Board who will work with us to fulfil our goals and ultimately serve the needs of our member associations.

RECOMMENDATIONS OF THE BOARD

In response to questions asked of us with regards to Contribution Funding, the National Affiliation has made the following recommendations:

contribution funding should be given in the full amount to complete a specific project, either initially or in guaranteed annual amounts and cuts should take place only for reducing print runs or for similar reasons

new associations should be encouraged to develop high-quality, theme-related, fast turnover items first, in order to create a healthy cash flow situation.

ON-GOING PROJECTS

Carl Ringness is carrying out an investigation of national insurance for cooperating associations. At the National Workshop he is surveying the associations for interest and will be compiling the survey results to assess the feasibility of national insurance coverage. At the same time

Carl will also look into group life/health/longterm disability insurance coverage for cooperating association staff if there is a demand for this.

Dale Smith has applied, on behalf of the National Affiliation, for registered Charity Status.

A committee of the Board has been investigating the development of a national guidebook series for National Parks. Discussions are presently on going with several publishers. A marketing Study for a series of this nature was carried out by the Canadian Parks Service with input from the National Affiliation.

Janet Wood has been in charge of our National Identity Program and worked with Lee Sackett from the Canadian Parks Service, Atlantic Region to develop a Terms of Reference for a popular name, slogan and logo for the National Affiliation. The production of bags for cooperating association sales outlets and ward of merit stickers for award winning products is awaiting the completion of the logo and popular name.

A policy is being develop by the Board stating the position of the National Affiliation on the replacement of Canadian Parks Service staff and services by cooperating associations.

The Canadian Parks Service has asked the National Affiliation Board to review a draft of the Technical Manual for Cooperating Associations.

IN SUMMARY

I feel that the National Affiliation has done much to strengthen the cooperating association movement in Canada over the past two years. Our profile and credibility are firmly entrenched in the minds of Canadian Parks Service staff who are making important decisions affecting the cooperating associations program, thus we are asked to represent cooperating associations in the decision-making process. I would like to thank all of the Canadian Parks Service staff who have supported the National Affiliation over the past two years and the Board members who have worked diligently to fulfil the goals of the National Affiliation and represent the cooperating associations in developing and strengthening our partnership with the Canadian Parks Service, while best serving our member associations.

Respectfully submitted by
JOY LIEFF, CHAIRMAN
National Affiliation of Cooperating Associations

FÉDÉRATION NATIONALE DES ASSOCIATIONS COOPÉRANTES

RAPPORT BISANNUEL

OCTOBRE 1988

CONSEIL D'ADMINISTRATION

PRÉSIDENT	Joy Lieff
VICE-PRÉSIDENT	Paul McNair
SECRÉTAIRE	Roberta Clarke
TRÉSORIER ET REPRÉSENTANT DE LA RÉGION DE L'OUEST	Carl Ringness
REPRÉSENTANT DE LA RÉGION DES PRAIRIES	Miriam Jackson
REPRÉSENTANT DE LA RÉGION DE L'ONTARIO	Dale Smith
REPRÉSENTANT DE LA RÉGION DU QUÉBEC	Luc Gendron
REPRÉSENTANT DE LA RÉGION DE L'ATLANTIQUE	Janet Wood
AGENT DE LIAISON DU SERVICE DES PARCS	Carol Whitfield

Au cours de la première année de leur mandat, deux membres ont remis leur démission pour des raisons personnelles. Il s'agit de Sylvie Filion de la région du Québec et de Pam Murphy de la région de l'Atlantique. Le conseil a nommé Luc Gendron pour terminer le mandat de quatre ans de Sylvie et Janet Wood pour compléter le mandat de deux ans de Pam. À l'heure actuelle, quatre postes au sein du conseil seront comblés par élection pour des mandats de quatre ans car Paul McNair, Carl Ringness, Dale Smith et Janet Wood ont terminé le leur. Robert Gougeon, le premier agent de liaison du Service des parcs, a été muté à un autre poste pendant la première année du mandat du conseil. Carol Witfield a pris la relève. Nous remercions les membres qui nous quittent, ainsi que Robert, pour l'enthousiasme et le dévouement dont ils ont fait preuve à l'endroit de la Fédération nationale.

ASSOCIATIONS MEMBRES

24 associations coopérantes sont maintenant membres ayant droit de vote de la Fédération nationale. Deux associations sont membres sans droit de vote.

STRATÉGIES DU PROGRAMME

L'une des toutes premières tâches d'importance auxquelles s'est attaqué le conseil fut de travailler à la stratégie du programme pour les associations coopérantes. Deux membres du conseil ont été désignés pour faire partie avec le personnel du Service canadien des parcs d'un comité. À la demande du Service canadien des parcs, le conseil de la Fédération nationale a pris une part active en conseillant le personnel du Service des parcs sur des questions de politique touchant aux associations coopérantes. Grâce à l'apport des membres du

conseil au départ et aux suggestions et à la révision faites par tous les membres, nous sommes maintenant convaincus que la stratégie du programme du Service canadien des parcs est un document qui va permettre une véritable coopération entre les associations et les parcs auxquels elles sont associées.Alors que nous travaillions à cela, il nous est apparu que la Fédération nationale avait également besoin d'une stratégie de programme. Nous en avons donc établi une qui nous permette de progresser pendant les cinq premières années de notre existence, en gardant à l'esprit que la Fédération évoluera pendant cette période et que les besoins seront sans doute différents dans les années à venir. Ce document peut être obtenu auprès du secrétariat du conseil.

ATELIER BISANUELLE 1988

La planification du prochain atelier national des associations coopérantes a commencé presque aussitôt terminé celui de 1986. Le conseil a désigné Miriam Jackson comme présidente de l'atelier, Le patrimoine et le partenariat 1988. Miriam a mis sur pied un comité directeur formé de deux représentants du Service canadien des parcs, de Carol Witfield de l'administration centrale du Programme et d'Anne Landry du bureau régional des Prairies et du Nord, de Ken Porteous du Service manitobain des parcs et de Lillian Tankard de l'association coopérante de Lower Fort Garry. Paul McNair, notre vice-président, qui avait si bien planifié et organisé l'atelier de 1986, a agi à titre de conseiller auprès du comité directeur. Le comité s'est d'abord chargé d'élaborer une formule d'évaluation des besoins qui a été remise à toutes les associations coopérantes. Les résultats de l'évaluation ont servi à déterminer les sujets à aborder au cours de l'atelier national. Le comité directeur poursuit assidûment son travail afin de mettre au point son programme en vue de l'atelier de 1988 et a consulté le conseil de la Fédération nationale pour toutes les étapes de la planification. Nous sommes reconnaissants envers le comité directeur des efforts qu'il a fournis pour préparer la tenue de cet atelier.

ATELIERS

À l'automne 1986, j'ai participé au Congrès bisannuel de la Conférence nationale des associations coopérantes des États-Unis à San Diego en Californie. De nombreuses associations coopérantes y étaient représentées, ce qui nous a permis de rencontrer nos homologues américains. Ce fut à la fois intéressant et excitant d'apprendre de première main une foule de choses au sujet de nombreuses associations qui connaissent le succès et qui poursuivent les mêmes buts et les mêmes objectifs que nous. Les frais de déplacement ont été défrayés à part égale par la Fédération canadienne, le Service canadien des parcs et la Waterton Natural History Association que je remercie de leur appui.

À l'automne 1987, on a tenu des ateliers régionaux à l'intention du personnel et des bénévoles des associations coopérantes et du personnel du Service canadien des parcs dans la région de l'Ouest et dans la région de l'Atlantique. Les membres du conseil d'administration qui représentaient ces régions ont eu fort à faire pour organiser la tenue de ces ateliers de formation. Nous recommandons que des ateliers de ce genre se tiennent dans les cinq régions en 1989 afin de donner aux associations coopérantes de chaque région plus d'occasions de formation et de communication.

REPRÉSENTATION DES ASSOCIATIONS COOPÉRANTES AUX RÉUNIONS

En février 1988, j'ai représenté la Fédération nationale à une séance de formation destinée aux agents de liaison du Service canadien des parcs. Je devais alors exposer le point de vue des associations coopérantes pour qu'on puisse en discuter et je devais aussi fournir des renseignements au sujet de la Fédération nationale. Toujours en février, j'ai participé à titre de porte-parole des associations coopérantes à un atelier intitulé Conservation du patrimoine : les bénévoles partenaires du gouvernement. J'avais travaillé pendant les huit mois qui précédaient l'atelier au sein du comité directeur chargé de l'atelier. Je représentais alors les associations coopérantes par l'entremise de la Fédération nationale.

En août de cette année, Luc Gendron a représenté la Fédération nationale à la Conférence fédérale-provinciale sur les parcs tenue à Québec. Il s'est alors adressé à soixante gestionnaires supérieurs de programme du Service canadien des parcs et des services provinciaux des parcs de tout le pays pour leur parler des associations coopérantes et du rôle de la Fédération nationale.

COMMUNICATIONS

Au cours des deux dernières années, nous avons respecté notre engagement de faciliter la communication entre les associations coopérantes grâce à la publication de deux bulletins. En outre, chacun des représentants régionaux au conseil a contacté les associations coopérantes de sa région de façon régulière afin de les aider à régler les problèmes et de faire connaître leurs idées aux autres. Les membres du conseil ont également joué un rôle de conseiller auprès des nouvelles associations coopérantes afin de les aider à s'organiser.

PRIX D'EXCELLENCE

Paul McNair, de concert avec d'autres directeurs, a amélioré les catégories et les critères concernant la remise de prix aux associations coopérantes qui auront mis au point des produits et des services remarquables. Les prix d'excellence

favorisent la mise au point de programmes et de produits de haute qualité et permettent de reconnaître au niveau national la réussite des associations qui parviennent aux meilleurs résultats.

SOURCES DE FINANCEMENT

Pour ce qui est de la collecte de fonds, nos efforts ont surtout porté sur l'enchère bisannuelle et sur les enchères des ateliers régionaux. Les cotisations annuelles versées par les associations membres ont aussi aidé à couvrir nos dépenses. En 1987, la Fédération nationale a reçu une subvention de 1 500 $ du ministre de l'Environnement grâce au fonds de subventions de soutien du Ministère prévu pour les organisations non gouvernementales. Le Service canadien des parcs a appuyé nos efforts de bien des façons en mettant à notre disposition des fonds pour couvrir les frais de déplacement liés aux réunions du conseil et autres réunions et nous aider à couvrir les dépenses entraînées par certains de nos projets, par exemple la production et la diffusion d'un de nos deux bulletins. Nous sommes reconnaissants envers tous ceux qui nous ont aidés financièrement.

RÉUNIONS DU CONSEIL

Au cours des deux dernières années, le conseil de la Fédération nationale a tenu des réunions aux six mois. Comme on l'a dit plus haut, le Service canadien des parcs a assumé les frais de déplacement occasionnés par ces réunions. La Fédération nationale s'est chargée des frais de logement tandis que les membres du conseil ont assumé eux-mêmes les dépenses liées aux repas et aux faux frais. Le fait de se réunir tous les six mois a donné aux membres du conseil un sentiment de cohésion et de continuité et nous a permis de progresser nettement dans un certain nombre de domaines. Je recommande que le conseil continue de se réunir tous les six mois.

RÉUNIONS

J'ai rencontré les représentants nationaux de l'Alliance de la fonction publique à leur demande afin de discuter de la question suivante : le personnel et les bénévoles des associations coopérantes prennent-ils la place d'employés en poste au Service canadien des parcs. Il est ressorti des discussions que, à l'heure actuelle, les associations coopérantes permettent d'offrir plus de services et d'en améliorer la qualité plutôt que de remplacer des services actuellement offerts par le personnel du Service des parcs.

POSTE DE DIRECTEUR EXÉCUTIF

Suite à une longue planification et après nous être rendus à

l'évidence que nos buts à long terme ne peuvent être atteints que si nous disposons des services d'une personne à temps plein pour la Fédération nationale, nous avons publié une offre d'emploi et fait passer des entrevues en vue de choisir un directeur exécutif bilingue. Le poste vient tout juste d'être comblé et nous espérons que les rapports avec cet employé du conseil seront mutuellement satisfaisants et durables, puisque cette personne travaillera avec nous à la réalisation de nos objectifs et répondra en définitive aux attentes des associations qui sont membres de notre fédération.

RECOMMANDATIONS DU CONSEIL

En réponse aux questions qui nous ont été posées au sujet du financement sous forme de contribution, le conseil de la Fédération nationale a formulé les recommandations suivantes :

le financement sous forme de contributions devrait être versé en entier pour permettre de parachever un projet donné, soit au début soit par versements annuels garantis, les réductions ne devant survenir que dans le cas où il faut diminuer le tirage ou pour des raisons semblables

il faudrait encourager les nouvelles associations à mettre au point d'abord des produits de haute qualité, axés sur des thèmes et à roulement rapide de façon à créer des mouvements de la trésorerie qui assurent une situation saine.

PROJETS EN COURS

Carl Ringness étudie actuellement la possibilité d'une assurance nationale pour les associations coopérantes. Il prendra le pouls des associations sur la question au cours de l'atelier national et il compilera les résultats de l'étude afin d'évaluer la faisabilité d'une protection nationale d'assurance. En même temps, Carl se penchera aussi sur la protection en matière d'assurance-vie, d'assurance-maladie et d'assurance-invalidité de groupe pour le personnel des associations coopérantes, si on se montre intéressé. Dale Smith a demandé, au nom de la Fédération nationale, que le statut d'organisme de charité enregistré lui soit accordé. Un comité du conseil étudie actuellement la possibilité de produire une série de guides nationaux pour les parcs nationaux. Des discussions se poursuivent avec plusieurs éditeurs. Une étude de commercialisation d'une série de cette nature a été effectuée par le Service canadien des parcs avec la participation de la Fédération nationale.

Janet Wood s'est chargée de notre Programme de coordination de l'image de marque et a travaillé avec Lee Sackett du Service canadien des parcs, région de l'Atlantique, afin de mettre au point un cadre de référence en vue du choix d'un nom, d'un slogan et d'un logotype pour la Fédération nationale. Dès que le nom et le logo seront prêts, on produira les sacs destinés aux points de vente des associations coopérantes et les autocollants à apposer sur les produits gagnants.

Le conseil est à élaborer une politique qui précisera la

position de la Fédération nationale vis-à-vis du remplacement du personnel du Service canadien des parcs et des services qu'il offre par les associations coopérantes.
Le Service canadien des parcs a demandé au conseil de la Fédération nationale de revoir la première version du manuel technique des associations coopérantes.

EN RÉSUMÉ

J'estime que la Fédération nationale a fait beaucoup pour renforcer le mouvement des associations coopérantes au Canada au cours des deux dernières années. Comme notre crédibilité auprès des membres du personnel du Service canadien des parcs chargés de prendre des décisions importantes touchant le programme des associations coopérantes est maintenant assurée, on nous demande de représenter les associations coopérantes dans le processus de prise de décisions. J'aimerais remercier tous les membres du Service canadien des parcs et toutesles associations coopérantes qui ont appuyé la Fédération nationale au cours des deux dernières années et les membres du conseil qui ont travaillé assidûment à la réalisation des objectifs de la Fédération et à représenter les associations coopérantes en vue d'établir et d'élargir notre partenariat avec le Service canadien des parcs tout en servant au mieux les intérêts des associations membres de la Fédération.

Présenté par
Joy Lieff, président
Fédération nationale des associations coopérantes

PURCHASING WISELY FOR YOUR SHOPS

Prepared by: Carol Smith
Manager, Glenbow Shop and
Publication Marketing

ORDERING NON-BOOK ITEMS

How To Know What To Buy

1. What is the image & purpose of your shop - does this merchandise fit that image & purpose?

2. Where will you stock it and is my shop fixtured to support that merchandise?

3. What is the market for this merchandise? - Seasonal, gift, male, female, price points, tourist, local resident, etc. etc.

4. What is the limitation on sales? - Is there an exhibition that provides the motivation for sales and that will cause sales to stop when the exhibition closes?

   - Seasonal - eg. calendars

5. Are there packaging and/or handling problems?
   - Fragility, damage from lack of humidity
   - eg. high priced prints easily damaged by handling
   - eg. no fixtures suitable for merchandise protection
   - does the product need odd sized or oversized boxes?
   - eg. items like snow globes in Calgary climate can't be shipped in winter

6. Can your budget allow you to buy in depth (sufficient quanity to give the product a good representation). A few items of a line won't sell, as proven by the difficulty in clearing the last few pieces of a line. Quantity creates the impression of lower price and more popular appeal.

7. In assessing your total inventory needs based on your markets, have you created a wide range of prices so that everyone can purchase something within his/her budget.

8. Try to limit your suppliers and lines of similar goods - eg. carved decoys - choose one or 2 good lines covering a range of pieces at top end and middle to lower end. Inventory control is easier then to buy in quantity rather that a few from 5 or 6 companies.

9. Put yourself in the customers heads. What do they see when they come in - how does the price compare, can they find this merchandise at Eaton's or The Bay?

10. Does the product have a story - eg it's a reproduction of an authentic rattle used by the Iroquois centuries ago." They buy the story too.

11. Can you set up this merchandise to be self explantory for the customer? - Does it come in a counter pack, display box, etc. to save you making signs?

12. Is it pre-priced on the package - a lot of handling time can be saved.

13. Can you send it back if it doesn't sell?

14. Ethical and safety standards are of prime importance.

15. Would you buy it? Listed last because while you must trust your intuition too, you have to learn to be alot of customers whose tastes are different from yours.

RECEIVING NON-BOOK ITEMS

1. Unpack boxes and sort merchandise, assembling all like items together.

2. Go to Manager's file and get original order or invoice.

3. Do not price from packing slips.

4. Check inventory record to see if we have merchandise from them before. Note letter and number code on invoice. If no prior entry - establish one. Check book for # prior to adding one.

5. Some suppliers list retail price and show discount - most show a "net" or cost price. Check carefully.

   *U.S. INVOICES - multiply the U.S. net price by 135% (this accounts for duty, exchange and freight).

   - mark Canadian cost (next to U.S. cost figure).
   - "keystone" markup is to double the cost figure.
   - write in the Canadian retail figure.
   - *Please observe standard pricing list in "Stock Taking" list!

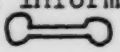
6. Sticker the items accordingly. Dept. (6) + letter + numeral code.

7. Canadian invoices, of course, will be treated without the % factor. Double the net or cost price to arrive at Canadian retail; if market value warrants add 5% (approx.) to cover freight.

8. Check off invoices by item as they are counted. It is easier to double check if you count items in the order they appear on invoices.

9. As items are checked off, enter them in inventory system showing invoice #, our order # and date of invoice and initials.

10. Initial, date, mark "received and entered" on invoice and file in Manager's file - copies - no packing slips - if there is only one copy of invoice, place in photocopy folder so Manager gets 2 copies.

11. Labelling - for items where sticker won't work, use tie-on or pin-on tags; show prices clearly on both sides of tag. If possible, add information like "from Guatemala". Use dumbell tags  on jewelry - prices must be shown, both sides.

12. Place related items together in shop stock and use quantity display.

13. Shortages or damages - write up credit memo and mark on invoice "short shipped" - send top copy to supplier - yellow copy attached to invoice - pink copy attached to invoice copy.

--- 108

TO

FROM

008215

THIS NUMBER MUST APPEAR ON YOUR CREDIT NOTE OR REPLY

DATE	DEPARTMENT	WE REQUEST AUTHORIZATION TO RETURN THE FOLLOWING ☐	PLEASE CREDIT OUR ACCOUNT AS FOLLOWS ☐

QUANTITY	DESCRIPTION	I.S.B.N	INVOICE NO	DATE OF INVOICE	LIST PRICE	NET OR DISCOUNT	TOTAL	

AUTHORIZATION EXPIRY DATE	DATE SHIPPED	SHIPPED VIA	NO OF PCS	WEIGHT	COLLECT	PRE-PAID	CHECKED BY

SHIPPING FROM PUBLISHER		
SHIPPING TO PUBLISHER		

☐ SHORT SHIPPED ☐ ORDER WAS CANCELLED ☐ ORDER DUPLICATED ☐ ARRIVED TOO LATE

☐ OVERSTOCK ☐ ERROR ON INVOICE ☐ WRONG BOOK SENT ☐ ORDERED PAPERBACK ☐ ORDERED HARDCOVER

☐ DAMAGED

☐ OTHER

TOTAL

The Glenbow Shop
130 - 9th AVENUE S.E.
CALGARY, ALBERTA, CANADA T2G 0P3
TELEPHONE (403) 264-8300

CREDIT INFORMATION

Director - Mr. Duncan Cameron
Buyer - C. Smith
Accounts Payable - Anne Groen

Cheques issued by Glenbow Alberta Institute 1975
Funded by Alberta Government

Bank - Canadian Imperial Bank of Commerce
309 8th Avenue S.W. Calgary, Alberta, Canada #400-5619
Telex 03 - 825571
Fax 403 265 9769
San 1570048
Member - American Museum Shop Association
Canadian Booksellers Association

Credit References - U.S. suppliers

Duns - # 20-83207

Smithsonian Institution P.O. Box 4866 Hampden Stn. Baltimore Md. 21211

Detroit Institute of Art 5200 Woodward Ave Detroit Mich. 48202

Museum Reproductions 62 Harvard St. Brookline Mass. 02146

Universal Specialties 735 Vickery Blvd. Unit 27B. Fort Worth, Texas 76116

We maintain a U.S. funds account.

Credit References - Canadian Suppliers
Duns - # 20-83207

University of Toronto Press 5201 Dufferin St. Downsview, Ontario M3H 5T8

Penguin Books 2801 John St. Markham, Ontario L3R 1B4

Maison Battat 8440 Darnley Rd. Montreal, Quebec H4T 1M4

Glenbow Shop Policies

-We cannot accept C.O.D. shipments (secure loading dock)
-We do not accept substitutions
-Please include invoice with shipment
-U.S. suppliers - we supply specific shipping instructions to simplify customs clearance.

PROCEDURE FOR RETURNS TO PUBLISHERS

1. Check policy books (green Booksellers Manual and Publishers Catalogue) in case there is change in procedure and also wall chart. ☐

2. Get publisher's file and sort invoices so that you have all the invoices back to the permissible return date and up to permissible return date. ☐

3. Start at oldest date invoices and remove from shelves titles not saleable (use judgment - you may want to leave one copy). If you can't find a book, check the inventory card - if book is gone mark "gone" on invoice and remove card and erase title from inventory book. ☐

4. Write in red ink on invoice next to title. R#, (# being returned). If that invoice is now complete (sold and returned) cross through whole invoice so we don't have to check it again. If these are titles you with to hold for awhile, mark in red-recheck. ☐

5. List all titles and codes on return form, and complete all details. ☐

6. When you have collected all the titles, carefully remove stickers (if no permission required); do not try to return damaged copies. ☐

*Authorization Required

7. In cases where prior authorization is required, do not remove stickers until permission is received. Store books carefully, marked - "holding for return to publisher X" and date. PHOTOCOPY WHITE COPY & mail original to publisher. Hold photocopy ☐

*No authorization required

8. Pack books carefully for shipment. Enclose top copy of return form in plastic envelope on outside of box. Put 2nd and 3rd copy on Manager's desk. Some companies send labels for returns. Mark boxes - "returns" and see CRX instructions. (Where permission given, the stamped returns permission form must go in clear plastic envelope on outside of carton). ☐

9. Using copy of returns form, go to the inventory cards and mark cards # copies returned for credit and date. If all copies gone, delete card, and erase title from black book. ☐

10. Mark returns chart ✓ and initial in proper month column and check ✓ next month to be rechecked (every 3 months). ☐

**11. Be meticulous - missed returns are costly. Use a form like this and check off boxes as you complete - initial and put with 2nd and 3rd credit copies on Manager's desk. ☐

The Glenbow Shop
130 - 9th AVENUE S.E.
CALGARY, ALBERTA, CANADA T2G 0P3
TELEPHONE (403) 264-8300

SHIPPING INSTRUCTIONS FOR U.S. SUPPLIERS

Because shipments of goods under $650.00 U.S. do not require a manifest and because customs officers are not allowed to open a box without an invoice,

PLEASE

1. Break up larger orders so each shipment and invoice is under $650.00 U.S.
2. Put Form P.S. 2966A (available at U.S. post offices) on the outside of each box; fill in description of goods - "toys", "dolls", etc. and the total value on this form. Use the term "books" rather than catalogues.
3. In a clear plastic envelope on the outside of the box, enclose the invoice.
4. Send an invoice copy to us under separate cover.
5. In the event of large shipments (over $650.00 U.S.) that you do not wish to break up, a four-copy Canada Customs manifest form must be made out - enclosed in shipment and extra copies sent under separate cover.
6. U.P.S. does not come into Western Canada.
7. Priority Post is a good system, and for very light compact parcels, air freight.

TERMS OF ORDERS - ALL SUPPLIERS

1. No C.O.D. orders will be accepted.
2. No substitutions without authorization.
3. Invoice with shipment including P.O. number.
4. Invoice and ship to Glenbow Museum Shop, not just Glenbow Museum.
5. We accept no responsibility for shipments damaged in transit or lost.
6. We regret that suppliers who do not ship as instructed:
   1. May have shipment returned to them by Canada Customs (they hold uncleared shipments 30 days only).
   2. Will receive no further orders.

GLENBOW MUSEUM SHOP
130 - 9th Avenue S.E.
Calgary, Alberta T2G 0P3
(403) 264-8300

SEMINAR - SMALL BUSINESS MANAGEMENT

REFERENCE MATERIALS

1. "Basics of Successful Business Management" by William Osgood - published by American Management Association - available Prentice Hall Canada, Toronto

2. "Starting and Managing Your Own Small Business" by Archer and White - a Financial Post/MacMillan book - Canadian Small Business series - Gage Publishers, Toronto

3. "How Manager's Manage" by Joe Kelly - professor, management - Concordia University, Montreal Quebec - Prentice Hall, Toronto

MEMBERSHIPS

1. The Museum Shops Association - One Cherry Centre - 501 S Cherry Street, Suite 460, Denver, CO 80222 (annual conventions and trade show, list of members, magazine) associate memberships available

2. The Canadian Booksellers Association - 70 the Esplanade, Toronto, Ontario M5E 1A7 - membership based on sales volume starting at $55.00 annual gross of $49,000 - includes invaluable Handbook of policies

SUBSCRIPTIONS

1. Quill and Quire - Key Publishers - 56 the Esplanade, Suite 213, Toronto, Ontario M5E 1A7 - includes copy, biannually of Canadian Publishers Directory

Suggested readings for the broader view:

1. "Further up the Organization" by R. Townshend - published by Knopf - available Random House, Toronto - former Avis head gives no nonsense sound advice

2. "Megatrends" - John Naisbitt - Warner pb - Random House, Toronto

3. "Augustine's Law" - Norman Augustine pb - Penquin Books

4. "Lateral Thinking" - Edward DeBono pb - Harper & Row

260802

Store Footage Correlates to Volume

Stores' Total Sq. Footage	Less than $100,000	$100,000-$199,999	$200,000-$299,999	$300,000-$399,999	$400,000-$499,999	$500,000-$749,999	$750,000-$999,999	$1,000,000-$1,999,999	$2,000,000- and over
Less than 750 Sq Ft	20.0%	10.9%	6.5%	–	–	4.2%	–	–	–
750-999	11.4%	10.1%	–	3.1%	–	4.2%	–	–	–
1,000-1,249	16.0%	9.2%	11.3%	3.1%	4.8%	4.2%	18.8%	–	–
1,250-1,499	7.4%	6.7%	–	6.3%	–	8.3%	–	–	–
1,500-1999	9.7%	16.0%	9.7%	9.4%	14.3%	–	6.3%	4.8%	–
2,000-2,499	5.7%	14.3%	16.1%	21.9%	4.8%	8.3%	6.3%	–	–
2,500-4,999	8.0%	10.9%	30.6%	21.9%	38.1%	29.2%	37.5%	19.0%	14.3%
5,000 or more	1.1%	8.4%	16.1%	28.1%	23.8%	33.3%	25.0%	52.4%	35.7%

Square Footage

Gift retailers report an average total store square footage of 2,712, with average net selling area of 2,176 sq. ft., representing 80 percent of total space. Percentage of space devoted to selling merchandise corresponds with 1984 reports.

As expected, there was a clear correlation between lesser volume stores and their square footage. More stores in the less than $100,000 volume group reported less than 750 sq. ft. More retailers in the $200,000-$999,999 category had stores in the 2,500- to 4,999-sq.-ft.-range. Particularly large numbers of the 5,000-sq.-ft. stores were accounted for by retailers in the $1 million and over category. There was a strong parallel between size of volume and net selling space.

Some retailers managed to demonstrate exceptional volume in relatively little space. Of stores with an area of 1,000-1,499 sq. ft., 18.8 percent registered sales volumes of between $750,000 and $999,999. On the other hand, nearly 10 percent of stores with 5,000 sq. ft. or more reported sales volumes below $200,000. In general, however, the higher the volume, the higher the square footage reported by the stores.

Maximized selling areas — whether for small or large stores — typically use at least 80 percent of total space to direct traffic flow, organize merchandise, create the proper mix and image for target customers. Gift retailers utilize a substantial area in stores to romance the products that they sell and to stimulate demand.

taken from "Gifts and Decorative Accessories", December 1987.
An international magazine; Geyer-McAllister Publications
51 Madison Avenue, New York, N.Y. 10010
Article entitled: "Here come the Nineties"
Figures indicate % of stores surveyed and the obvious relationship of square footage to volume of sales.

COMMANDE (ARTICLES AUTRES QUE LES LIVRES)

Savoir quoi acheter

1. Quel genre d'image projette votre boutique et quel but sert-elle? La marchandise s'harmonise-t-elle avec cette image et ce but?
2. Où allez-vous stocker la marchandise et êtes-vous équipé pour la mettre en valeur?
3. Y a-t-il une clientèle pour cette marchandise? Saisonnière, acheteurs de cadeaux, hommes, femmes, touristes, résidents locaux? Les prix sont-ils dans des limites que se fixent les clients, etc. etc.?
4. Les possibilités de vente sont-elles limitées?
   - La vente de l'article dépend-t-elle d'une exposition dont la clôture mettra fin à la demande?
   - La vente saisonnière de calendriers
5. Cette marchandise présente-t-elle des problèmes d'emballage ou de manutention?
   - Fragilité, dégâts causés par la sécheresse
   - Reproductions très coûteuses facilement abimées par la manutention
   - Pas d'équipement approprié pour protéger la marchandise
   - Articles nécessitant des boîtes de forme ou de dimensions sortant de l'ordinaire

- Ces globes de verre où il neige quand on les retourne ne peuvent pas être expédiés en hiver dans un climat comme celui de Calgary

6. Votre budget vous permet-il d'acheter en quantité suffisante pour une bonne présentation du produit? Il est difficile de vendre un article dont on ne montre que peu d'exemplaires, comme le prouve la difficulté de se débarrasser des fins de série. Un article en grande quantité donne l'impression d'être meilleur marché et très en demande.

7. En évaluant vos besoins de stocks en fonction de la demande éventuelle, avez-vous prévu une vaste gamme de prix pour que chaque client trouve quelque chose dans ses moyens?

8. Essayez de limiter le nombre de vos fournisseurs et de vos gammes de produits semblables, p. ex., les appelants en bois sculpté. Choisissez une ou deux bonnes gammes de produits dont les prix sont élevés ou s'échelonnent entre le modique et le bon marché. L'inventaire est plus facile quand on achète en grande quantité à un petit nombre de fournisseurs que quand on s'approvisionne auprès de cinq ou six compagnies.

9. Mettez-vous à la place de vos clients. Que voient-ils en entrant? Les prix sont-ils plus ou moins élevés qu'ailleurs? Trouve-t-on les mêmes articles aussi facilement chez Eaton ou La Baie?

10. La marchandise présente-t-elle un intérêt spécial - p. ex., "est-ce la reproduction d'un hochet authentique utilisé par les Iroquois il y a des siècles?" C'est l'intérêt de l'objet qui fait vendre la marchandise.
11. La présentation aide-t-elle le client à voir de quel genre d'objet il s'agit? La marchandise arrive-t-elle dans un emballage-présentoir, dans une boîte-présentoir, etc., vous évitant ainsi de faire des écriteaux?
12. Le prix est-il déjà indiqué sur l'emballage - ce qui est un gros gain de temps.
13. Pouvez-vous renvoyer la marchandise si elle ne se vend pas?
14. Les normes de déontologie et de sécurité sont de la première importance.
15. Achèteriez-vous la marchandise vous-même? Ce point vient en queue de liste parce que, même si vous devez aussi faire confiance à votre intuition, vous devez apprendre à vous identifier à tout un éventail de clients dont les goûts diffèrent des vôtres.

RÉCEPTION DES COMMANDES (ARTICLES AUTRES QUE LES LIVRES)

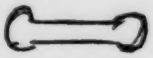
1. Sortez la marchandise des boîtes et faites le tri, regroupant tous les articles semblables.
2. Sortez l'original de la commande ou la facture du dossier du gérant.
3. Ne marquez pas le prix en vous basant sur le bordereau d'emballage.
4. Vérifiez le livre d'inventaire pour voir si le fournisseur y est déjà inscrit. Inscrivez la lettre et le numéro de code sur la facture. Si le fournisseur ne figure pas sur le livre, inscrivez-le. Vérifiez que vous ne lui attribuez pas un numéro déjà utilisé.
5. Quelques fournisseurs donnent le prix de détail et la remise - la plupart indiquent un prix net ou le prix coûtant. Vérifiez soigneusement.

   *COMMANDES DES ÉTATS-UNIS - multipliez le prix net en dollars américains par 135 % (pour tenir compte des droits de douanes, et des frais de change et de transport).

   - inscrivez le prix en dollars canadiens (à côté du prix en dollars américains).
   - la marge médiane de bénéfices se situe au double du prix coûtant.

- inscrivez le prix de détail en dollars canadiens.
- *veuillez utiliser la liste de prix standard de la "Liste d'inventaire"!

6. Inscrivez ces prix sur les étiquettes ainsi que le numéro de rayon et la lettre et le numéro de code et étiquetez la marchandise.
7. Pour les factures d'origine canadienne, le pourcentage n'est évidemment pas le même. Multipliez par deux le prix net ou le prix coûtant pour obtenir le prix de détail canadien; si la valeur marchande le justifie, ajoutez environ 5 % pour les frais de port.
8. Vérifiez les factures au fur et à mesure que vous comptez la marchandise. Il est plus facile de faire cette vérification si on compte les articles dans l'ordre où ils figurent sur les factures.
9. Dès qu'un article est vérifié, introduisez-le dans le système d'inventaire en indiquant le numéro de facture, le numéro de commande, la date de la facture et vos initiales.
10. Inscrivez: "Reçus et inscrits" sur la facture, datez, signez de vos initiales et classez dans les dossiers du gérant; classez les copies et non les bordereaux d'emballage. Si la facture vient avec seulement une copie, faites une photocopie pour que le gérant en ait deux.

11. Si vous ne pouvez pas vous servir d'étiquettes gommées sur certains articles, utilisez des étiquettes attachées ou épinglées; le prix doit être indiqué clairement des deux côtés. Si possible, ajoutez des renseignements comme "venant du Guatemala." Pour les bijoux, utilisez des étiquettes en forme d'haltères montrant le prix des deux côtés. 
12. Groupez les articles de même catégorie dans votre réserve et présentez-les en grande quantité.
13. Articles manquants ou endommagés. Rédigez une note de crédit et inscrivez sur la facture "Marchandise expédiée en moins". Envoyez la copie du dessus au fournisseur, feuillet jaune attaché à la facture, feuillet rose attaché à la copie de la facture.

TO

FROM

121

008215

THIS NUMBER MUST APPEAR ON YOUR CREDIT NOTE OR REPLY

DATE | DEPARTMENT

WE REQUEST AUTHORIZATION TO RETURN THE FOLLOWING ☐

PLEASE CREDIT OUR ACCOUNT AS FOLLOWS ☐

QUANTITY	DESCRIPTION	ISBN	INVOICE NO	DATE OF INVOICE	LIST PRICE	NET OR DISCOUNT	TOTAL	

AUTHORIZATION EXPIRY DATE	DATE SHIPPED	SHIPPED VIA	NO OF PCS	WEIGHT	COLLECT	PRE-PAID	CHECKED BY

SHIPPING FROM PUBLISHER		
SHIPPING TO PUBLISHER		

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Maison Battat 8440 Darnley Rd. Montreal, Quebec H4T 1M4

Politique du magasin Glenbow

- Nous ne pouvons pas accepter les envois à payer à la livraison (installation de livraison protégée)
- Nous ne pouvons pas accepter de substitution de marchandises
- Veuillez jouindre la facture à la marchandise
- Pour les fournisseurs des États-Unis: nous fournissons des instructions d'expédition précises pour faciliter le dédouanement des marchandises.

RENVOIS À L'ÉDITEUR

1. Vérifiez le tableau mural, ainsi que les guides (Booksellers Manual (vert) et Publishers Catalogue) pour voir s'il y a eu un changement de procédé.
2. Classez les factures dans le dossier des éditeurs selon la date à partir de laquelle on peut renvoyer les livres et la date de renvoi limite.
3. En commençant par la date la plus ancienne, retirez des rayons les titres invendables (avec prudence - il peut être souhaitable de garder un exemplaire). Si vous n'arrivez pas à trouver un livre, vérifiez la fiche d'inventaire. Si le livre n'est pas sur le rayon, inscrivez "sorti" sur la facture, retirez la fiche et effacez le titre de l'inventaire.
4. Sur la facture à côté du titre, écrivez un R à l'encre rouge suivi du nombre de livres renvoyés. Si la facture est remplie complètement (les vendus comme les renvois) faites un X sur toute la facture pour indiquer qu'il n'est pas nécessaire de faire une nouvelle vérification. Si vous désirez garder certains titres plus longtemps, inscrivez "À revérifier" à l'encre rouge.
5. Inscrivez tous les <u>titres</u> et les <u>codes</u> sur le formulaire de renvoi, et remplissez tous les autres détails.

6. Quand vous avez rassemblé tous les livres, enlevez soigneusement les prix (à moins d'avoir à obtenir la permission); n'essayez pas de renvoyer les exemplaires endommagés.

*Autorisation requise

7. S'il faut obtenir une autorisation préalable, n'enlevez pas les prix avant de l'avoir obtenue. Rangez les livres soigneusement, étiquetez-les "En attente de renvoi à l'éditeur X" et mettez la date. Photocopiez le feuillet blanc et envoyez l'original à l'éditeur. Gardez la photocopie.

*Pas d'autorisation requise

8. Emballez les livres soigneusement pour l'envoi. Insérez le premier feuillet du formulaire de renvoi dans une enveloppe en plastique placée à l'extérieur de la boîte. Placez les deuxième et troisième copies sur le bureau du gérant. Certaines compagnies envoient des étiquettes de renvoi. Inscrivez "Renvoi" sur les boîtes et voyez les instructions dans le CPX. (Quand vous avez obtenu la permission, les formulaires de permission de renvoi avec le timbre d'approbation doivent être insérés dans l'enveloppe en plastique transparent à l'extérieur de la boîte).

9. Sur les fiches d'inventaire, indiquez, après avoir vérifié sur la copie du formulaire de renvoi, le nombre d'exemplaires renvoyés pour crédit et la date. S'il ne reste aucun exemplaire, retirez la carte et effacez le titre du livre noir.

10. Cochez l'endroit approprié sur le tableau et mettez vos initiales dans la colonne convenable du mois. Cochez le mois où la vérification suivante doit être faite (tous les trois mois).

**11. Faites très attention. Négliger de renvoyer des articles avant la date limite peut être très coûteux. Utilisez un formulaire semblable à celui-ci et cochez toutes les cases au fur et à mesure. Paraphez et laissez-le, avec la deuxième et troisième copie de la note de crédit, sur le bureau du gérant.

INSTRUCTIONS SUR LES EXPÉDITIONS À NOS FOURNISSEURS DES ÉTATS-UNIS

Comme un manifeste n'est pas nécessaire pour les expéditions d'une valeur inférieure à 650 $ U.S. et que les douaniers n'ont pas le droit d'ouvrir une boîte où il n'y a pas de facture,

VEUILLEZ

1. Diviser les grosses commandes de façon que chaque expédition et facture se monte à moins de 650 $ U.S.
2. Placer le formulaire P.S. 2966A (disponible dans les bureaux de poste des États-Unis) à l'extérieur de chaque boîte; indiquer la nature de la marchandise - "jouets", "poupées", etc. et la valeur totale sur ce formulaire. Inscrire "livres" plutôt que "catalogues".
3. Placer la facture dans une enveloppe en plastique transparent à l'extérieur de la boîte.
4. Nous envoyer une copie de la facture sous pli séparé.
5. Si vous ne voulez pas diviser une grosse expédition (d'une valeur supérieure à 650 $ U.S.), remplir en quatre exemplaires un formulaire de manifeste des Douanes du Canada, le joindre à l'expédition et nous envoyer des copies additionnelles sous pli séparé.
6. Ne pas oublier que U.P.S. n'effectue pas de livraison dans l'ouest du Canada.
7. Noter que la poste prioritaire convient très bien aux envois; et le fret aérien, aux petits paquets très légers.

CONDITIONS ATTACHÉES AUX COMMANDES

À TOUS FOURNISSEURS

1. Nous n'acceptons pas la marchandise livrée contre remboursement.
2. Aucune substitution de marchandises sans autorisation préalable.
3. Envoyez la facture avec la marchandise, y compris le numéro de commande.
4. Adressez la facture et la marchandise à l'adresse suivante: Glenbow Museum Shop, et non Glenbow Museum seulement.
5. Nous n'acceptons aucune responsabilité pour les marchandises endommagées ou égarées en transit.
6. À notre grand regret, les fournisseurs qui ne se conforment pas aux instructions ci-dessus s'exposent:
   1. au renvoi de la marchandise par les douanes canadiennes (qui ne gardent les expéditions non dédouanées que 30 jours).
   2. à la radiation de notre liste des fournisseurs.

SÉMINAIRE - GESTION DES PETITS COMMERCES

RÉFÉRENCES

1. "Basics of Successful Business Management" de William Osgood, édité par l'American Management Association, disponible chez Prentice Hall Canada, Toronto
2. "Starting and Managing Your Own Small Business" d'Archer et White, publié par Financial Post/MacMillan, dans la collection "Canadian Small Business", Gage Publishers, Toronto
3. "How Manager's Manage" de Joe Kelly, professeur de gestion, université Concordia, Montréal, disponible chez Prentice Hall, Toronto.

ASSOCIATIONS

1. The Museum Shops Association - One Cherry Centre - 501 S Cherry Street, Suite 460, Denver, CO 80222 (congrès annuels et foire commerciale, liste de membres, bulletin) possibilité de devenir membre adjoint.
2. The Canadian Booksellers Association - 70 the Esplanade, Toronto (Ontario) M5E 1A7. L'adhésion donne droit à l'inestimable Handbook of policies (guide de directives). Les frais d'adhésion, qui dépendent du chiffre d'affaires, partent de 55 $ pour des ventes brutes de 49 000 $.

ABONNEMENTS

1. Quill and Quire, Key Publishers, 56 The Esplanade, Suite 213, Toronto, M5E 1A7. Comprend, deux fois par an, le répertoire des maisons d'édition canadienne;

Pour en savoir plus:

1. "Further up the Organization" par R. Townshend, édité par Knopf, disponible à Random House, Toronto; cet ancien directeur de la compagnie Avis donne des conseils inspirés du bon sens.
2. "Megatrends" de John Naisbitt, publié par Warner, disponible à Random House, Toronto
3. "Augustine's Law" par Norman Augustine, édité par Penquin Books
4. "Lateral Thinking" de Edward DeBono, édité par Harper & Row.

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Stores' Total Sq. Footage	Less than $100,000	$100,000–$199,999	$200,000–$299,999	$300,000–$399,999	$400,000–$499,999	$500,000–$749,999	$750,000–$999,999	$1,000,000–$1,999,999	$2,000,000–and over
Less than 750 Sq Ft	20.0%	10.9%	6.5%	–	–	4.2%	–	–	–
750–999	11.4%	10.1%	–	3.1%	–	4.2%	–	–	–
1,000–1,249	16.0%	9.2%	11.3%	3.1%	4.8%	4.2%	18.8%	–	–
1,250–1,499	7.4%	6.7%	–	6.3%	–	8.3%	–	–	–
1,500–1999	9.7%	16.0%	9.7%	9.4%	14.3%	–	6.3%	4.8%	–
2,000–2,499	5.7%	14.3%	16.1%	21.9%	4.8%	8.3%	6.3%	–	–
2,500–4,999	8.0%	10.9%	30.6%	21.9%	38.1%	29.2%	37.5%	19.0%	14.3%
5,000 or more	1.1%	8.4%	16.1%	28.1%	23.8%	33.3%	25.0%	52.4%	35.7%

Square Footage

Gift retailers report an average total store square footage of 2,712, with average net selling area of 2,176 sq. ft., representing 80 percent of total space. Percentage of space devoted to selling merchandise corresponds with 1984 reports.

As expected, there was a clear correlation between lesser volume stores and their square footage. More stores in the less than $100,000 volume group reported less than 750 sq. ft. More retailers in the $200,000-$999,999 category had stores in the 2,500- to 4,999-sq.-ft.-range. Particularly large numbers of the 5,000-sq.-ft. stores were accounted for by retailers in the $1 million and over category. There was a strong parallel between size of volume and net selling space.

Some retailers managed to demonstrate exceptional volume in relatively little space. Of stores with an area of 1,000-1,499 sq. ft., 18.8 percent registered sales volumes of between $750,000 and $999,999. On the other hand, nearly 10 percent of stores with 5,000 sq. ft. or more reported sales volumes below $200,000. In general, however, the higher the volume, the higher the square footage reported by the stores.

Maximized selling areas — whether for small or large stores — typically use at least 80 percent of total space to direct traffic flow, organize merchandise, create the proper mix and image for target customers. Gift retailers utilize a substantial area in stores to romance the products that they sell and to stimulate demand.

taken from "Gifts and Decorative Accessories", December 1987.
An international magazine; Geyer-McAllister Publications
51 Madison Avenue, New York, N.Y. 10010
Article entitled: "Here come the Nineties"
Figures indicate % of stores surveyed and the obvious relationship of square footage to volume of sales.

Il y a corrélation entre la superficie du magasin et le chiffre d'affaires.

Superficie totale du magasin	Moins de 100 000 $	2 000 000 $ et plus
Moins de 750 pieds carrés		
5 000 ou plus		

Superficie en pieds carrés

La superficie totale moyenne, d'après les renseignements fournis par les magasins de cadeaux est de 2 712 pieds carrés, dont 2 176, soit 80 % du total, consacrés exclusivement à la vente. Le pourcentage est le même qu'en 1984.

Comme on peut s'y attendre, il y a une corrélation évidente entre le chiffre de vente des magasins les moins vastes et leur superficie. On trouve plus de magasins d'une superficie de moins de 750 pieds carrés dans la tranche des chiffres de vente inférieure à 100 000 $, plus de magasins d'une superficie de 2 500 à 4 999 pieds carrés dans la tranche des 200 000 $ à 999 999 $ et un pourcentage particulièrement élevé de magasins de 5 000 pieds carrés dans la tranche d'un million ou plus. Il y a donc une corrélation étroite entre le chiffre d'affaires et la surface de vente.

Certains détaillants réussissent un chiffre d'affaires exceptionnel malgré une superficie relativement restreinte. Par exemple, parmi les magasins de 1 000 à 1 499 pieds carrés, 18,8 % ont enregistré de 750 000 à 999 999 $. Par contre, près de 10 % des magasins de 5 000 pieds carrés ou plus ont indiqué des ventes inférieures à 200 000 $. En général, cependant, plus le chiffre d'affaires est élevé, plus la superficie est grande.

Pour consacrer le maximum d'espace à la vente, dans les grands comme dans les petits magasins, il est recommandé d'arranger au moins 80 % de l'espace pour permettre à l'acheteur de circuler et de voir les produits; d'organiser la présentation des produits; d'obtenir une gamme de produits et de créer une image convenant au type d'acheteurs visés. Le détaillant de cadeaux consacre une proportion importante de l'espace à mettre en vedette sa marchandise et à stimuler la demande.

Tiré de la revue internationale "Gifts and Decorative Accessories", décembre 1987, Geyer-McAllister Publications, 51 Madison Avenue, New York, N.Y. 10010

Titre de l'article: "Here come the Nineties"

Les chiffres indiquent le pourcentage des magasins ayant fait l'objet de l'enquête et les rapports évidents entre la superficie et le chiffre d'affaires.

ASSOCIATION FELLOWSHIP EXCHANGE

List of Participants

1. Friends of Mt. Revelstoke and Glacier/Club des Ornithologues de la Gaspesie
2. Friends of Motherwell Homestead/Newfoundland Historic Parks Association
3. Friends of Prince Albert National Park/Foundation les Oiseleurs du Quebec
4. Parks and People - Jasper Yellowhead Historical Society/Societe Linneene du Quebec Inc.
5. Lower Fort Garry Volunteer Association/Friends of Presqu'ile Park
6. Heritage North/Friends of Point Pelee
7. Waterton Natural History Association/Parks and People, P.E.I.
8. Friends of Pukaskwa/Societe de Conservation de la Baie de L'isle-Verte
9. Friends of Tyrrell Museum/Heritage Foundation Terra Nova National Park
10. Friends of Killarney Park/Les Amis du Plein Air
11. Friends of Spruce Woods Inc./Fundy Guild
12. Rodd Hill Friends Society/Friends of Quetico Park
13. Volunteer Association Old Fort William/Fort Langley NHP Co-op.

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VOLUNTEER CENTRE
OF WINNIPEG

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SUCCESSFUL FUNDRAISING STRATEGIES: PRACTICAL STEPS TO RAISING MONEY FOR YOUR ORGANIZATION

* How many registered charitable organizations are there in Canada? In your province?
* Which Canadian corporation gives the most money to non-profit organizations?
* What percentage of Canadians give financial support to both religious and non-religious charity?
* By occupation who are the most generous "givers" and who are the least generous?

The voluntary sector has experienced enormous growth in the last three to four years and the effects of this "dynamic" environment" are far-reaching and significant, especially in terms of raising financial and human resources. How well an organization is able to attract and retain volunteers, manage staff, generate revenue from a "saturated" market ... will determine its very survival into the next decade.

Analysis of the trends in Canadian giving of both time and money has become a necessity for non-profit organizations. Successful fundraising for an organization depends on understanding the competition, the market, and the options available for generating revenue.

Successful fundraising is a carefully thought-out, long-range planning approach to organizational development based on:

1) the needs (short-term, long-term, strategic) needs of the organization.
2) the resources of the organization and its community.
3) sources of support ... board, staff, support volunteers.

Every non-profit organization needs to develop a strategy for survival and a fundraising plan that is intentional, organized and strategic. Fundraising is planning (nothing is ever one-shot), developing resources (board, organization, volunteers, donors, community) and focusing on results, including the cost-effectiveness of fundraising methods.

Fundraising is also an art. There are no tricks or secret formulas ... no MAGIC to it. Fundraising requires an understanding of what motivates donors to give, for the aim of successful fundraising is <u>not</u> to get money that people <u>don't</u> want to give, but to provide givers with the feeling of fulfillment by giving.

* * *

Non-profit organizations in Canada have a low profile. When asked, Canadians think we are well-managed and of benefit to the community. The problem is that they just don't think of us!

Individual and corporate support to charity as percentages of pre-tax income has been declining for three decades. Only One in ten Canadian corporations giving anything at all to charities. Comparing ourselves, individually to our American neighbours shows them to be two and a half times as generous.

It is facts like these that form the basis for IMAGINE, a five year public awareness campaign being launched in November 1988. Designed to increase the levels of giving of time and money to the voluntary sector as a whole, Imagine will challenge Canadians to examine their own record of giving, acknowledge giving as a valuable use of their spare time and money, and build giving into their annual budgets. What PARTICIPATION did for fitness, IMAGINE should do for "giving".

* * *

In summary, if seven steps could ensure success in fundraising, they would be these:

1. GAIN AN UNDERSTANDING OF YOUR MARKET. Look at giving patterns, lifestyles of donors, competition. Assess your public image.

2. CONSIDER ALL OPTIONS ... funding from government, corporations, foundations, direct mail, special events, telemarketing. Weigh out the advantages and disadvantage of each for your organization.

3. KNOW WHO YOU REALLY ARE ... what you have in terms of resources (skills, image) and what you need (a better board, more members, higher visibility). Re-assess your mission statement, develop a case statement, define your goals.

4. DEVELOP A PLAN ... set a fundraising goal, 2 year, 5 year, 10 year, and chart how you expect to reach each one. Know what it will cost the organization to do so.

5. MOBILIZE YOUR ORGANIZATION ... start with your board. Be creative with committees, corporate partnerships, cooperative ventures with other organizations. Translate the goals and objectives of your plan into action and assign responsiblities and time lines.

6. RESPECT YOUR VOLUNTEERS and respect your organization by being professional. Have a system in place for managing volunteers, have job descriptions for committees, keep records of donors, volunteer hours, and corporate support.

7. REMEMBER, FUNDRAISING IS FRIENDRAISING. People give to people, not to organizations. Fundraising is a two way street; there has to be an exchange of "perceived" benefits.

VOLUNTEER CENTRE OF WINNIPEG
A Resource Centre on Voluntarism
SUSAN LABOSSIERE
CONSULTANT and TRAINING COORDINATOR
3rd Floor
#5 Donald St South
Winnipeg, Man. R3L 2T4
477-5180

Heritage Partnership '88

The biennial national workshop of volunteer organizations working in cooperation with national and provincial parks in Canada

SUNDAY, OCTOBER 16, 1988.

Chairperson's closing remarks.

I AM CONSTANTLY AMAZED BY THE ENERGY AND ENTHUSIASM OF EVERYONE I HAVE MET SINCE MY INVOLVEMENT WITH THESE COOPERATING ASSOCIATIONS BEGAN OVER FOUR YEARS AGO .....AND IT HAS HAPPENED AGAIN!!

YOU ARE AN AMAZING GROUP OF FRIENDS.

I sometimes wonder what motivates us to get involved in organizations such as ours. I think, if we were to dig deeply, and really seriously consider our involvement, we would discover something rather special. We, along with our park people, are working to increase the vocal majority of Canadians in support of our parks -- the vocal majority that will be necessary if we are to protect these special places into the future. And I think, with the energy of all the special people in this room today, we can rest assured that our work will indeed help to reach this goal!

Good-bye -- we'll meet again in two years!

I wish you safe travel home -- and good luck with your work in support of your favorite park.

HERITAGE PARTNERSHIP '88

WORKSHOP EVALUATION

1. Describe your overall satisfaction with the 4-day workshop:

very satisfied 5 4 3 2 1 not satisfied

Please explain _____

_____

2. Describe your satisfaction with the plenary sessions:

Trends in Heritage Cooperation	vs	5	4	3	2	1	ns
Strategies for the Future		5	4	3	2	1	
Merchandising Technique Enhancement		5	4	3	2	1	
Developing Excellence		5	4	3	2	1	
Successful Fund Raising Strategies		5	4	3	2	1	
A Success Story		5	4	3	2	1	

3. List the most beneficial and least beneficial sessions:

	most beneficial	least beneficial	comments
Friday	_____	_____	_____
Saturday	_____	_____	_____
Sunday	_____	_____	_____

4. Did you enjoy:	yes	no	comments
Lower Fort Garry tour	____	____	_____
Fashion Show	____	____	_____
Commercial Marketplace	____	____	_____
Awards Presentation	____	____	_____
Coop Association Displays	____	____	_____
NACA Auction	____	____	_____
Hecla tours	____	____	_____

5. List changes or recommendations to improve the workshop.

_____

_____

_____

6. Please comment on:

location _____

accommodation _____

meals _____

administration _____

cost _____

dates _____

7. Comments _____

_____

_____

Please return your evaluation form to any steering committee member or mail to:

Heritage Partnership '88
Box 394, Selkirk,
Manitoba R1A 2B3

THANK YOU FOR YOUR TIME AND COMMENTS

1. **Describe your overall satisfaction with the 4-day workshop:**

very satisfied	-	5	4	3	2	1	not satisfied
no. of times circled	-	22	32	4	Ø	Ø	

Sample Comments:

- not enough direct participation
- I found the sessions and session leaders helpful, interesting, informative and useful!
- met expectations - 99%
- good location, well planned, excellent session leaders
- the most important aspect was the networking and contacts
- first conference, therefore found there was lots of useful information although some of it missed me
- great opportunity to meet and talk with other people from across the country
- a valuable experience, a glowing example of the sum being more than the total of the parts
- good co-ordination, all workshops left people wanting to rush out and Do!
- I learned a lot about gift shops, and now have renewed appreciation of and respect for the contribution of co-operating associations.

2. **Describe your satisfaction with the plenary sessions:**

	vs	5	4	3	2	1	ns
Trends in Heritage Co-operation							
no. of times circled -		8	24	15	2	2	
Strategies for the Future		5	4	3	2	1	
no. of times circled -		2	21	17	6	1	
Merchandising Technique Enhancement		5	4	3	2	1	
no. of times circled -		29	20	3	1	ø	
Developing Excellence		5	4	3	2	1	
no. of times circled -		8	13	12	3	1	
Successful Fund Raising Strategies		5	4	3	2	1	
no. of times circled -		9	24	12	4	2	
A Success Story		5	4	3	2	1	
no. of times circled -		16	12	5	1	ø	

3. List the most beneficial and least beneficial sessions:

	most beneficial	least beneficial
Friday		
	Improving Your Shop Design (15)	Improving Your Shop Design (2)
	Trends in Heritage Co-operation (2)	Trends in Heritage Co-operation (4)
	Merchandising Technique Enhancement (15)	
	How to Prepare a Successful Job Creation Submission (6)	How to Prepare a Successful Job Creation Submission (4)
	Elderhostel (7)	Elderhostel (3)
	Strategies for the Future	Strategies for the Future (5)
Saturday		
	Purchasing Wisely (10)	Purchasing Wisely (3)
	CPS Liaison Officer's meeting (2)	CPS Liaison Officer's meeting
	Publicity and Promotion (14)	Publicity and Promotion (2)
	Developing Excellance	Developing Excellence
	Building an Active Membership (3)	Building an Active Membership (12)
	Long and Short Term Planning (5)	Long and Short Term Planning
Sunday		
	Successful Fund Raising Strategies (11)	Successful Fund Raising Strategies (4)
	A Success Story (17)	A Success Story

* The number of respondents making the selection is indicated to the right of each workshop title.

4. Did you enjoy:	yes	no	Sample comments
Lower Fort Garry Tour	33	15	- informative, educational - seen others like it - rushed and disorganized - interpreter poorly prepared - unprofessional - I was embarrassed - all closed, no impact
Fashion Show	52	1	- great - super idea - excellent - very, very well done - superb
Commercial Marketplace	47	4	- should have been more extensive - too short, have it scheduled - very interesting - excellent contacts - would have preferred broader range
Awards Presentation	45	3	- more explanation - too many "in jokes" - show the product - needed longer for a more complete critique - explanations were very good for future
Co-op Association Displays	56	2	- great ideas shared - good to see what others are doing - would have liked opportunity to buy - very informative
NACA Auction	54	3	- fun, great spirit - too long (21) - professional auctioneer is a must - what a thrill - great to make the $
Hecla Tours	37	2	- welcome breaks - no moose - super - beautiful park - unprofessional

5. **List changes or recommendations to improve the workshop. (selected recommendations)**

- more question time after each session
- some discussion leaders weren't very aware of the audience's situation
- involve association people as speakers
- I felt there was too much emphasis on the selling aspect
- start sessions on time (5)
- signs for those traveling by car (2)
- business meeting - more streamlining needed
- almost perfect
- ask speakers, especially those doing workshop sessions to provide handouts on their material (4)
- I would rather have had longer sessions and have had less choice
- make sure co-op's understand the benefits to attend, send 2 people
- have a show and tell evening
- fund raising a major focus/need. Poorly addressed
- combine professionals with success stories from co-operating associations so they relate more to our situation
- there never seems to be enough time
- ice-breaker the first night. More relaxed first night
- brief speakers on our movement
- brain storms
- more exchange between participants
- in this environment (outdoor setting) I would have liked more free time built-in to walk and tour the area
- possible levelling of presentations
- longer, more specific and detailed presentations
- more scheduled time for networking through commercial and association show places/displays

- the band at the dance was great, but not for dancing to
- advance time to review agenda and minutes for NACA general meeting
- more time/better method to meet other associations
- perhaps fewer short sessions and more long sessions, 1 day/half day would allow deeper, hands-on exploration of topics
- supply blue pens only. A superficial comment like this shows really how well done "Partnership '88" has been in my opinion
- some small hands on workshops where we could have an opportunity to analyze our specific problems in a certain area, i.e. merchandising
- the workshops could be a bit longer
- a day-long session for C.P.S. issues (not 1 1/2 hours)
- more success stories and speakers like Carol Smith
- identify by introduction first evening all folks from each association
- more reps from B.C. and Saskatchewan provincial parks
- advance notice of candidates for NACA Board and important resolutions, eg. name change
- more time for C.P.S. reps to meet and discuss common issues

6. **Please comment on: location**

- beautiful scenery. good facilities. no distractions--such as outside attractions, shopping centres, etc. as there would be in the city.
- ideal
- adequate
- great (6)
- good (5)
- very good (4)
- excellent (9)
- very enjoyable, efficient--good service
- fantastic
- absolutely great location
- excellent--keep everyone together in future
- very central
- could not be better. a self contained facility out of the city is an ideal situation
- good--the freedom to gather anywhere was great and gave people the opportunity to share ideas, etc. in an informal setting
- excellent. people cannot disappear/must socialize
- excellent though remote
- pleasant
- ok
- beautiful (2)
- super
- great to be the only group at location, and residence course setting was great to get to know people
- perfect
- wonderful
- okay, should have gave us more information of the site

- isolated
- ideal; facilities good--excellent
- remote
- very fine
- pleasant although a bit isolated!
- excellent!!! should always be in a "retreat" setting. no distractions or outside temptations
- very conducive to this type of session
- great. brings people together and focus inward rather than distracted by other things
- excellent. nice to be out of city and distractions
- very good, I think we should be isolated to avoid poor attendance (shopping, relations, etc.)

* The number of respondents making the comment is indicated to the right of each comment.

6. Please comment on: accommodation

- fine (2)
- ideal
- ok--don't like to share--prefer not to do it again
- very good (5)
- good (10)
- satisfactory
- excellent (11)
- great (5)
- 7 out of 10
- crowded as we were 3 to a room
- average--room not clean, beds poorly made
- ok (4)
- good--beds a bit soft
- comfortable (3)
- excellent, I was comfortable and relaxed
- fold-out couch uncomfortable
- adequate--facilities good--rooms were hot and dry
- good; room cleaning uneven; staff very friendly and accommodating
- more than adequate
- excellent (they need to better sound-proof their rooms)

*** The number of respondents making the comment is indicated to the right of each comment.**

6. Please comment on: meals

- excellent (9)
- most ok
- good (9)
- above average
- very good (3)
- great (3)
- need to be improved,
  with 1st supper--needed more courses
  with 1st lunch--needed more also
  breakfasts were terrible--need more than a continental breakfast
- good but (breakfast should be a variety, eg. continental and hot meals)
- okay (breakfasts were skimpy)
- average--possibly a choice--what happened to the Icelandic meal??
- fair, enough to eat
- like this--like that
- enjoyable
- very satisfying
- ok
- tasty
- I liked the abundance of fresh fruits
- adequate
- some good, some bad
- frozen vegetables ah! cheese, please!
- good--appreciated fresh fruit
- well planned--very much appreciated breakfast and lunch being "light".
- could be better--the scrambled eggs...

- fair (2)
- so so
- very poor
- very few choices for vegetarian, special diets
- fine. not gourmet cuisine--but that's not necessary
- adequate (more soup/sandwich type lunch rather than hot meals)
- passable
- average at best, need more health conscious foods
- excellent--great breakfasts
- ok, but could have been more nutritious (lunch and dinner), (breakfasts were good)

*** The number of respondents making the comment is indicated to the right of each comment**

6. Please comment on: administration

- good (16)
- very good (4)
- great (3)
- very well done
- excellent (6)
- did their job
- excellent--a well run program
- efficient
- superb
- accommodating
- organized
- ok (2)
- well planned
- excellent, conference well run--no visible problems
- well organized (2)
- more visible awareness of what is happening
- excellent--everything ran smoothly
- a super effort on the part of all involved
- professional, top notch
- smooth
- very effective
- well done
- the steering committee did a spectacular job
- helpful
- outstanding
- initial confusion, bigger, better signs would have solved registration chaos

*** The number of respondents making the comment is indicated to the right of each comment.**

6. Please comment on: cost

- reasonable (11)
- good (7)
- fine (4)
- very reasonable (3)
- value for the $ (2)
- very fair for return
- ok (8)
- expensive for what was offered in accommodations and meals
- my first one; did not cost me personally
- very good (2)
- affordable
- excellent (4)
- great deal for conference
- reasonable, cigarettes at lobby $4.25, smoking is not good, but no need to exploit
- high--from the east
- very acceptable
- not excessive. reasonable
- fair enough
- approaching a maximum amount that organizations can afford I think

*** The number of respondents making the comment is indicated to the right of each comment**

6. Please comment on: dates

- excellent--busy season at sales outlet basically over and no problem to take time out to attend session
- perfect this year but exceptional weather. earlier would be better
- no later in fall--for a field location
- ok (10)
- perfect
- good (13)
- very good
- good time of year
- good time; not busy with other things, time to plan for next season
- no problem
- good timing
- excellent (3)
- great time of year for me (park site) this is off season
- great
- before Thanksgiving so more sites are open for tours, perhaps
- would prefer not to be on the same week as Thanksgiving
- worked out well
- good, after peak tourist season so associations, more available
- ideal
- fine (2)
- acceptable
- well chosen
- very convenient to my schedule. Fall is great for this
- good time of year
- no date would be without its problems

*** The number of respondents making the comment is indicated to the right of each comment**

7. **Comments**

- I found the conference very informative. Learned a lot from talking to others about how their outlets are operated, volunteer programs are run, etc. I hope I am able to attend the next conference, I have really enjoyed this one. Thank you for a job well done and well organized.

- Start sessions on time.

- It's been great. Really need this injection of enthusiasm. Thank you to all the steering committee.

- Workshop has obviously evolved, look forward to the next one.

- It might be a good idea to get more input from members of NACA rather than always having outside speakers. We can learn a lot from each other, and I would like to see more sessions where we can see, hear and talk about what other organizations are doing.

- Obviously--learned from previous conferences--should be commended.

- As a new comer I was very impressed with the scope of this conference - (some of the announcements were difficult to hear).

- Great conference. Had fun. Met many friendly people, good subject content--good value for time and money.

- Entertainment, very good. Most impressive--will be a very hard act to follow!

- A lot of the sessions were given by people from Winnipeg associated with volunteer groups. Some of these situations are not always similar to or relevant for co-operating associations. Many co-operating associations with Parks are located far from major urban centres. What works in the big city are not available in a community of 5,000. More sessions specifically applicable to co-operating associations and Parks.

- Give notice way ahead of time--not last minute eg. telling occupants that their room would be luggage room before they had time to pack themselves. Try not to run over time for each department.

- Disappointed with sessions on merchandising. Speaker had minimal understanding of this group's environment, its restraints and its purpose. Much of his talk was not appropriate.

- A very, very good conference.

- Was a very enjoyable and educational experience--your group did a lot of work--Thank You!

- Overall, an excellent workshop--keep up the great work! Hats off to the superb organization that went into it. Thanks very much!

- If training could be more informed of what our individual needs are.

- I know the effort that goes into a Conference so I must commend the organization on the content and the way the Conference ran. Great job. Thanks.

- A great experience.

- Overall planning very good.

- An excellent conference in every way.

- I felt I was pressed for time outside lectures. Outdoor recreation field trips--very nice, more security regarding products on display!

- The Fundraising session was by far the best. I enjoyed the workshop and got a lot from it. It was very beneficial.

- A great deal of fun.

- This is a national level conference and a very large number of delegates have superior talents that did not get utilized.

- Very friendly welcome, not enough free time to explore the park and relax, very disappointed at Lower Fort Garry, no one to inquire if there were any French-speaking people, not even a "bonjour" Federal Park. But in general, well organized, members of organization committee very helpful.

- Particularly enjoyed fun, relaxed atmosphere--even when topics were serious/important.

- Park liaison officers need one whole day for their meeting.

- Being a teacher, as well as a volunteer, it was most refreshing to meet people from very diverse backgrounds.

- More sessions smaller in size with more detail--something for associations which are more advanced. - session on "sharing ideas", such as one at Halifax - more handouts, resource/reference material. - session on "what works, what doesn't". - give Liz Seale an award! First of NACA's "directors achievement award" Thank you organizing committee, very much.

- It was well organized. I really enjoyed it and feel that I have learned a lot.

- Conference should be viewed as an overwhelming success! Organizers hard work was very evident.

- Overall a very good workshop for its purposes but perhaps a bit too much emphasis on sales outlets. Enjoyed all the sessions and met some great people.

- This meeting was very worthwhile--too bad we can't have them more often!

- Commercial displays need to have at least a full afternoon for that purpose only. Merchants won't waste their time displaying for a group who are not free to spend time looking seriously at their wares.

- The conference worked marvelously well. Details were so well done they were hardly seen. The true mark of the professional. Wow! Super Organizers!

- Thanks, an excellent workshop!

- Accolades all. This workshop really hit the targets that our group needs, thank you.

- Sessions could be improved upon if they were more specific to our needs--let speakers know our needs, type of group we are, our problems, constraints, limitations, etc. so they can make their presentations more specific.

- The speakers were excellent.

- Thanks for the great weather.

- Sleep well, the headaches were worthwhile, thank you.

- Overall I thought it was very useful.

- I found most sessions very helpful--however our association is at steering committee formation stage--two years down the road I would be looking for more detail, more in depth presentations, information. As always, the best information sharing occurs after hours and I found this to be a very friendly open group--perhaps a pre workshop reminder to all participants would be "bring along information sources, suppliers, etc., lists for sharing." I don't know why I always forget to do this.

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